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Army Host

Published for DPCAs, club managers, morale support managers and others involved in managing MWR activities.

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1983

"Year of Excellence"

IMWRF

Bonus program

Hale Koa F & B

Fort Jackson

Personnel

Giessen

Child care

Controlling alcohol

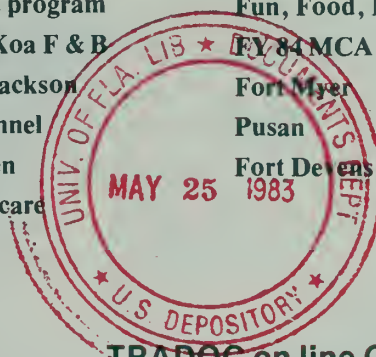
Fun, Food, Fitness

FY 84 MCA requests

Fort Myer

Pusan

Fort Devens



TRADOC on line Oct 1

Installation MWR Fund

Provides central control of all NAF financial resources under the purview of the installation commander. TRADOC implements one year ahead of time required by DA. Those currently with loans would generate net income equal to loan amount and payment to AMSF would discontinue.

WASHINGTON—Department of the Army is fielding guidance requiring a single installation MWR fund that will use business-like practices and operate on the basic principles of commercial accounting.

The IMWRF, approved in concept by the MWR Review Committee, is intended to allow commanders the flexibility and managerial latitude to style MWR programs to best fit the needs of the supported population.

The fund is also intended to ensure the efficient use of resources in support of MWR operational programs, maximize the amount of NAF available to fund capital purchases and minor construction (CPMC) requirements and an occasional NAF major construction project.

A draft of the IMWRF letter of instruction was sent to major commands on April 6 with comments due to TAGO by May 6. The letter also included guidance on a NAF managers' bonus incentive plan which may be created contingent

upon establishment of the IMWRF. This incentive plan does not include appropriated fund paid managers because of perceived inequities between civil service and NAF employee compensation, differences in career programs and to make NAF employment more attractive. The incentive plan would be limited to regular, full-time NAF managers of an installation MWR fund who meet certain criteria. Incentive awards for military personnel and appropriated fund employees will be processed under provisions in AR 672-20 (Incentive Awards) and AR 672-5-1 (Military Awards). (See related article page 20.)

The IMWRF is part of an Army-wide program to make installation MWR activities self-sufficient through maximizing use of authorized appropriated funds, driving down expenses and having activities become more business-like by generating at least enough operating income to cover expenses, and by establishing reasonable and logical prices.

Training and Doctrine Command MWR managers, attracted by opportunities presented by the IMWRF, are working hard to implement the concept one year ahead of schedule, in Fiscal Year 1984. "It's right in line with our program," remarked **Red Oates**, Tradoc's Chief of Community Life. "The IMWRF is a positive step toward self-sufficiency, saves TRADOC about \$2 million each year in loan paybacks to the AMSF on \$15 million in outstanding loans, and allows TRADOC commanders maximum flexibility in cross-leveling resources to meet the greatest need. We see many pluses and nearly no minuses in this program," Oates said.

TRADOC will control use of funds through a system of financial budgeting, reporting, and cash flow monitorship. TRADOC will approve CPMC projects and the major command also will prioritize all NAF major construction.

The single IMWRF will provide central control of all NAF financial resources under the purview of the installation commander, according to **LTC Wayne Wright**, TAGO's Director of NAF Financial Management. "Another objective of the central fund is to ensure the efficient use of resources in support of MWR

See IMWRF, page 2

operating requirements and thereby further increase the amount of NAF available for application to capital expenditure requirements, in particular, the NAF major construction program," he added.

The single installation fund will allow MWR activities to cross-level money more efficiently than under the current system in which money was diffused into different accounts and where each activity had to wait years to attain the needed cash to undertake a CPMC purchase," Wright said. "The creation of the IMWRF and consolidation of assets, and the increased availability of major construction and CPMC money, will have the effect of forcing managers to aggressively compete for facility improvement resources," he added.

More capital

The beneficiaries of the installation MWR Fund and the self-sufficiency effort will be the soldiers and families who will see better facilities as capital expenditure budgets are executed at a faster rate.

The resources of the Army Morale Support Fund would be dedicated to funding NAF major construction. All exceptions would be approved by the MWRRC. Funds would be allocated in accordance with priorities established by MACOM commanders and validated by the MWRRC.

Existing loan programs would be terminated when IMWRFs are established with the provision that a corresponding and equal monthly net income before depreciation contribution is required.

A single installation MWRRC may be established as an MWR board of directors to assist and advise the commander in establishing and overseeing MWR programs and policies and in recommending funding priorities. Suggested members are the DIC (Chair), DPCA, DRM, DEH, NAF business manager, selected senior commanders, and the command sergeant major. Subcommittees may also be established for certain activities or programs but will function only in an advisory capacity. Neither the installation MWRRC or its subordinate activi-

ties will have approval authority.

HQDA (TAGO) would interpret NAF policy including NAF financial management policy. It will also provide departmental review and cost control of Army NAFIs and MWR programs. MACOMS approve IMWRF operating and CMPC budgets, prioritize major NAF construction projects, and review, analyze and supervise IMWRFs and MWR programs. MACOMS will approve installation budgets. Installation commanders are responsible for applying authorized appropriated funds.

The NAF portion of the annual MWR expense report prescribed by DODI 7000.12 will not be required. These financial reports would be required: monthly income statement (by department, subprogram and consolidated), balance sheet and fund equity statement (consolidated only), financial supporting schedules, monthly variance reports, monthly CPMC revision and reconciliation reports, MWR personnel strength reports, MWR expense report (appropriated amounts only), funds investment/validated commitment report.

The categorization of MWR activities will change on the day of implementation.

Minimum net income goals for the package beverage activity should be established by the installation DPCA or designee. Package stores would be a significant IMWRF profit center. Central accounting, personnel, and procurement expense would not be charged to operations of individual NAF activities but charged as overhead to the IMWRF.

All installation NAF assets, liabilities, and fund equities would be merged and the consolidation would be reported on a single balance sheet.

Each profit center would maintain a separate income and expense statement. Each profit center's daily cash receipts will be deposited into the single IMWRF account.

All disbursements against prioritized operational and capital expenditure budgets will be made based on cash flow.

Each IMWRF will be a financially self-sufficient operation to include the CPMC budget and NAF major

construction projects the installation can afford.

The Army Morale Support Fund AMSF) with the approval of the MWR Review Committee, would finance NAF major construction projects that cannot be funded locally.

NAF Budgets would be reviewed, analyzed and approved at the major commands.

All MWR operational requirements would be included in the Five-Year MWR/Quality of Life plan. These include: OMA, income and expense incurred by NAF, OMA/NAF reimbursements, MCA, major NAF construction, and CPMC.

Chaplain funds would be exempt from the IMWRF as are AFRCs, locker funds, certain central USAREUR funds and Stars and Stripes. All other installation-level NAFIs must become part of the IMWRF or become a non-competing private organization under the provisions of AR 210-1. No currently operating installation NAFI would be permitted to continue outside the integrated IMWRF structure.

A revised accounting structure and chart of accounts will be fielded in calendar year 1984 for use in fiscal year 1985.

Budgets required under the concept include capital expenditure budgets (NAF major construction and CPMC), operating budgets, cash budgets and appropriated fund support budgets.

Installations should refer questions to the major command. MACOMs should contact DAAG-NF-A AV221-8640.

The **Hawaii Club System's** Schofield Barracks Drive In opened Apr. 8 with live music, contests and a free buffet. The Officers' Club opened a new Wisteria Room with free "pupus", cash drawings and live music. The Fort Shafter Officers Club presents a Seafood Safari where members can get all they can eat for \$7.95. Meanwhile, Tony's Kaala Hut delivers pizza, spaghetti, sandwiches and chicken to soldiers at Schofield Barracks.

Thurman looks forward to 'continued excellence' as VCSA

WASHINGTON—Army LTG Maxwell R. Thurman, Deputy Chief of Staff for Personnel, is President Reagan's nominee for appointment as Army Vice Chief of Staff. Secretary of Defense Caspar W. Weinberger announced the nomination

March 28. The appointment carries with it a promotion to four-star general.

Thurman is replacing GEN John A. Wickham, who was nominated recently for reassignment as Army Chief of Staff. Wickham would re-

place retiring Chief of Staff GEN Edward C. Meyer.

MG (P) Robert Elton, Commanding General 9th Infantry Division and Fort Lewis, will replace Thurman as DCSPER

Meeting a Meade need

by Warren Byrd

FORT MEADE, MD—Marie Locke, Child Care Service Support Coordinator here feels strongly that "military child care has to be of better quality than any other because our children are always on the move."

Unless we have consistently good child care services, we will have problems. It's important that the military provide the best child care available. I don't want a child going from a beautiful child care program and facility to nothing," she said.

Until recently, Locke said, there was a lot of talk about improving child care, but little was being done about it.

Now, Department of the Army officials have made a step in the right direction, she said, but it's still not enough.

The Air Force has put the right priority on child care and the other services are pushing. The Army should be tops—they're the largest," Locke said, adding that funding is one reason for the lack of improvement.

DA is tightening their standards on providing quality child care throughout the Army.

Locke is dedicated to improving the child care service not only here but Army-wide, saying it is instrumental to the development of a child.

"Contrary to the belief of some, early childhood education is vitally important to the later development of our nation's youngest citizens. We must not do anything to interfere with the molding of our country's future leaders and defenders."

Steps are being taken to intensify improvement in military child care



Children playing and learning at the Fort Meade Child Care Center. The Fort Meade Child Service Support Director is very concerned about child care at Fort Meade and Army-wide. (Byrd)

services. In addition to creating the positions of child care support service coordinator at many installations, some Army posts have begun construction on new child care facilities, hoping to match those of the Air Force. The Army is increasing the amount of construction funds requested from The Congress.

It is especially imperative to update child care programs, Locke said, because there are more married service members now than ever before, and many of the service members' spouses have to work to provide additional income.

"The services would be remiss in their obligation if they did not make child care service available to their constituents—particularly since it is almost a necessity, in most cases, that both partners work outside their home.

"Years ago," she continued, "child care was a luxury, but now many women have to work. Thus arises the need for quality child care services."

To ease the strain on limited space-available slots in each of the child care centers, Locke is encouraging participation in family child care homes, where individuals living in family quarters on post act as a child day care facility and charge for their services.

Fort Meade currently has six child care activities: the full-time child care; casual care (drop-in, hourly); pre-school; a therapeutic recreation center for exceptional family members; family child care homes and the children's co-op program in the ACS Outreach Center in Meade Heights.

Locke is also hoping to bring back the child care services for Friday and Saturday evenings, and a survey is currently being conducted to see how many people would be interested. For more information on this, call the above numbers.

Byrd is a staff writer of the Fort Meade Public Affairs Office. Adapted from the Fort Meade Sound-off.

AAFES agent for USAREUR MWR amusement machines

HEIDELBERG, WEST GERMANY—AAFES has been designated as the executive agent for the U.S. Army, Europe morale, welfare and recreation Amusement Vending Machine Program.

Under the Jan. 7 1983 agreement, AAFES will supply amusement ma-

chines based on a memorandum of agreement between the community commander and the area exchange general manager. Fifty percent of the total revenue will be paid to the community each month.

Details of the program were announced to USAREUR communi-

ties via message 131506 Z, Jan 83; Subject: Amusement Machine Support To USAREUR NAFI. It is expected that the program will include about 5,000 machines, 1,200 of which will be owned by AAFES and the rest contracted by AAFES from private contractors.

Snack Wagons and Pizza Huts help fill the gap

GIESSEN, WEST GERMANY—To help boost sales and provide customers with a wider variety of food, the club system recently introduced several innovations to the community.

Two "Imbiss" or snack wagons are in full operation providing soldiers, dependents, and civilian employees a quick snack throughout the day. Menu items include German wurst, hot dogs, BBQ sandwiches, steak sandwiches, hamburgers and french fries, plus a wide assortment of sodas and other non-alcoholic beverages.

Customer response to the snack wagons is highly positive with many stating that the availability of a quick snack helps to fill the gap be-

tween breakfast and dinner. Many customers are also finding that a light brunch at the snack wagon is better for the waistline than a heavy lunch downtown or at home.

MAJ Terry A. Custer, Area Club Manager, reports that the snack wagons were purchased new at \$10,000 each and are fully equipped with freezer, refrigerators, steam table, fryers, grill and microwave oven. Each wagon is a one man operation, serving low cost items providing a definite asset to the club system.

The third club system pizza hut/amusement arcade opened March 1 in the Alpine Club. **SFC Charlie Martin**, Alpine Club Manager, reports average daily sales of

\$450 and \$2,000 monthly amusement machine income; form the additional operation as an added bonus to his club. The "Veranda" features an Italian menu for dining on the premises or for take-out.

Custer stated that the pizza hut/arcade concept has proven extremely successful in all three of the major subcommunities within the Giessen Area Club System. Sales average between \$15,000 to \$22,000 with amusement machine income reaching as high as \$3,500 a month in each of the pizza/arcades.

Custer reports that this concept appeals to that other segment of the market not interested in the normal club functions, but quite happy to stop by for a pizza or to play the machines.

Vendor misconduct, fraud, mismanagement info

WASHINGTON—Digests of information on vendor misconduct, fraud and mismanagement was sent to MWR managers Apr. 11.

This information is regularly sent from the Club and Community Activities Management Directorate, TAGO to allow managers to review similar functions in an effort to detect and preclude incidents described in the digests.

Contact HQDA(DAAG-CMO-O), Information Exchange Program, Alexandria, VA 22331, AV 221-6957, (202) 325-9703.

The Vendor Misconduct, Fraud, and Mismanagement Information

Exchange Program was established 1 April 1981 and became operational 1 October 1981. The program was established to assist nonappropriated fund MWR activity managers by providing timely information about incidents of vendor misconduct, fraud, and mismanagement. Further, it encourages NAF managers to share their experiences by reporting such incidents. By sharing, we increase our awareness of prevailing problems in our business, and it provides us the opportunity to be proactive, instead of reactive.

The information is issued in digest form and includes a description

of what happened, how it happened, how it was detected, and what action was taken to preclude its recurrence. Digests are forwarded to MACOMs with instructions that they be further forwarded to NAF/MWR managers at the installation level. The information received should be discussed with employees, and managers should examine their operations to see if any of these conditions exist, and corrective action taken. The program, when fully utilized, will eliminate many of our audit deficiencies.

Working to improve the Fort Clayton Club

FORT CLAYTON, PANAMA—**SFC William C. Merriweather**, Manager of the Fort Clayton NCO Club in Panama, is working to boost business by introducing new programs to give the club a shot-in-the-arm.

The club will feature a ladies night, a country and western night in the club's saloon style "Corral," featuring a mechanical bull. He and his assistant **SSG Roberto Cardiz** are working to bring in top music groups and promote private parties.

A club renovation should also help with an enlarged and newly furnished lounge with a view of the Canal and live entertainment.

Merriweather has managed clubs from Fort Eustis to Germany since graduating from the Club Management Course in 1975. This is his second tour in Panama.

FY 84 MCA requests

Physical fitness, rec centers top Army MWR budget requests

WASHINGTON—The Army has asked The Congress for \$74.6 million to pay for 41 MWR facility improvement projects in the fiscal year 1984 MCA budget.

The proposed projects include 14 new physical fitness facilities and expansion or renovation to six others, eight new multi-purpose recreation center, two skill-development centers, two child care facilities, one outdoor court and field, two self-help garages, a chapel, a library, a fire station and two theaters.

The request reflects the Army's priority on physical fitness needed to maintain readiness.

In fiscal year 1983, The Congress appropriated \$8.2 million for seven projects. The Army had requested \$32.4 million for 17 projects.

Fiscal year 1984 requests include:

Child care centers at **Forts Bragg and Polk**

Four multi-purpose recreation centers in **Greece** and one at **Kwajalein**

Fort Irwin community facility, courts and fields

Community project in **Hanau, FRG**

Recreation centers at **Darmstadt and Fort Drum**

Two craft shops at **Kirchgoens**, one at **Fischbach**, and one at **Camp Red Cloud**

Yongsan library

Camp Humphries Chapel

Fort Irwin fire station

Theaters at **Camp Red Cloud** and **Camp Edwards, Korea**

Physical Fitness centers at:

Fort Hunter Liggett

Fort Story

Sierra Army Depot

White Sands Missile Range

Fort Bragg

Carlisle Barracks

Greece

Goeppingen, FRG

Fort Irwin

Schweinfurt, FRG

K-16, Korea

Camp Howze, Korea

Fort Leavenworth

Camp Red Cloud

Fulda, FRG

Kriegsfield, FRG

Giebelstadt, FRG

Heidelberg, FRG

Darmstadt, FRG

Kitzingen, FRG

Thanks for the memory

by **K. Douglas Cook**

FORT JACKSON, SC—For some people, remembering a phone number is sometimes difficult, but for one woman it's as easy as taking a picture.

Jenny Tuggle is one of the rare few endowed with total recall. A familiar face to post Non-commissioned Officers (NCO) Club diners, she has worked as a breakfast waitress there for 12 years.

Tuggle is now working temporarily as NCO Cub social secretary. Maintaining and booking the club's social calendar is already challenging her picture-perfect asset.

"I was lucky when I was a waitress," she said, "I never needed a pad and pencil to take orders."

Tuggle, a native of Columbia, S.C., said her memory seldom failed her, even when a large group of 10 or more wanted to order breakfast.

"It was easy to remember orders and especially nice because it made people feel important. It made a person feel more like an individual instead of a customer."

Married and the mother of identical twin daughters, she said her gift for remembering even affects her home life.



"Stacy or Allison might do something wrong and later ask permission to do something thinking that I've forgotten. But Mom doesn't forget."

Dates, facts, figures and menus are easy to recall," she said. "If it's

important, I can remember it."

Ironically, there is only one thing which Tuggle has difficulty in remembering.

"I can never remember a joke."

Cook is a staff writer of the Fort Jackson Public Affairs Office.

Huachuca MSA multi-pronged approach to self-sufficiency

FORT HUACHUCA, AZ—The morale support staff here is taking an aggressive, multi-pronged approach toward realizing its self-sufficiency goals with the reward coming in the form of several major construction projects in the coming years.

MAJ KEN Pierce, Chief of the Morale Support Division, and his MSA staff are exploiting and exploring a variety of revenue-producing, expense reducing and imaginative business management programs. The effort is being taken to fill the void created by a Department of the Army program to free-up major construction dollars by requiring installations morale support activities to be self-sufficient with locally-generated income and authorized appropriated funds.

Pierce hopes that by increasing traffic through MSA activities, he can avert the need for substantive price hikes. Investment in revenue-producing programs, creative management and strong advertising are seen as key to keeping prices affordable.

Each program is being examined to determine if hours can be adjusted, and staff be put to more productive use.

Changes include shortening hours of operation in areas where there isn't sufficient use, raising fees in some areas, establishing fees in some non-fee areas, and extending operating hours in two facilities in hopes of increasing revenue.

Pierce believes the sufficiency program is exciting and worthwhile. He points to a bright side of the self-sufficiency program . . . more major construction. Here, Fort Huachuca hopes to receive funding in 1985 for a new youth center and auto craft shop and a new outdoor recreation center in 1986.

Riding stable operations and outdoor equipment rentals have been expanded from five to six days a week without increasing labor costs. This is being done through operating hour adjustments and better use of people resources.

New, moderate fees are being implemented for arts and crafts and roller skating. In youth sports, a fee change from \$5 to \$8 for girl's soft-



Home computers were installed in Fort Huachuca's recreation centers in January. Instruction is offered and soldiers pay a small fee to use the computers.

ball, depending on the grade of the sponsor, will be changed to \$9 for all grades. The cost to the morale support fund for the program is \$50 per participant of which the \$9 fee recovers only a small part.

Fees for bowling are 80 cents per game and will be increased to 90 cents this July.

The music and theater program has been tripled, Pierce said and through program improvements, arts and crafts participation has also had a three-fold increase. Pierce and

his staff have also expanded the youth activities program with such innovations as a pizza cooking class.

"We can't wait for people to walk in, we have to offer them something and let them know about it," Pierce said. Toward this end, he has used some CPMC dollars to buy equipment such as sign-making equipment to use in advertising the programs. He also hopes to have an "information specialist" on board soon to publicize the program and to visit units to explain the program



The Fort Huachuca MSO spent \$60,000 on tour buses to allow the post's information, tour and travel office to expand offerings.

and encourage unit participation.

CPMC dollars are being focused on revenue-producing activities in anticipation of the coming fiscal crunch in which Pierce sees installation funding much of their own CPMC. Home computers were installed in the recreation centers in January. Instruction will be offered and soldiers will pay a small fee to use the computers. About \$60,000

was recently spent on tour buses to allow the post's information, tour and travel office to expand offerings.

The MSA has also purchased a heat press to allow them to go into the T-shirt manufacturing business. A contract has been negotiated with a local firm to supply video games to some high-traffic recreation sites with the MSA getting 65 percent of

the earnings.

Pierce is also taking a close look at the regulation, determining those areas authorized for payment by appropriated funds . . . and going for it. All in all, considerable thought and effort are being expended to gain self-sufficiency faster, quality of life programs at low cost and enhance stewardship of precious resources at Ft. Huachuca.

Mark your calendar

July

22 Special Services Founded
24-29 Interservice Tennis

August

7-13 Interservice Softball (M)
7-14 CISM Sea Week
14-20 Interservice Softball (W)

*15-19 MSA (Morale Support Activities) Microcomputer Workshop (TRADOC)
15-24 CISM Boxing
28-3 SEP Interservice Golf

September

— Overseas Christmas Mailing Dates

2-5 ASA (American Softball Association) Softball (M)

2-5 ASA (American Softball Association) Softball (W)

2-6 NRPA (National Recreation and Parks Association) Convention

12-16 Army Chess Tournament

18-23 Interservice Soccer

20-28 Interservice Chess

29-30 MSA Job Mart

*30-1 OCT MSO (Morale Support Officer) Workshop

October

2-8 National Higher Education Week

TBA Interservice Chess

16-21 Interservice Racquetball

17-25 CISM Shooting

TBA NATO Chess Tournament

TBA Army Photo Contest

26-5 NOV Interservice Boxing

November

1 Army Service Clubs Founded

13-19 American Education Week

15-21 Children's Book Week

21-27 National Family Week

28-3 DEC US Amateur Boxing

December

TBA Interservice Photo Contest

—
Randolph AFB, TX

Fort Hueneme, CA
Germany
Ft. Indiantown Gap, PA

University of Missouri
Bangkok, Thailand
West Palm Beach, FL

—

TBA

Sacramento, CA

Kansas City, MO
Ft. Meade, MD
El Toro, CA
Washington, DC
Kansas City, MO

Kansas City, MO

—

Washington, DC
Norfolk, VA
Ft. Benning, GA
Aalborg, Denmark
USAREUR
Mannheim, Germany

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TBA

TBA

MWR pricing and performance guidelines developed

WASHINGTON—The Adjutant General's Office has developed MWR pricing and performance guidelines to provide operational guidance and business management techniques and direction for managers of MWR activities.

Major command comments on the Apr. 11 draft were due to TAGO May 13, forming the basis for the final document.

Guidelines will not be absolute since program managers recognize that the socop of operations may vary among like activities at different locations.

The pamphlet is designed to give managers a professional and realistic approach to pricing goods and services and to provide benchmarks for measuring performance in their respective activities.

The document discusses break-even analysis as applied to pricing decisions, and supplementary guidance for bowling and golf, child care, food resale, resale items, beverage pricing, billeting, retail merchandise, bookstores and pro shops.

Contact **Ms. Judy Perso**, AV 221-8780, DAAG-NF.

Ten counterfeit \$100 bills were passed in Stuttgart, West Germany at the bowling center, child care center, the EUCOM officers' club and AAFES stores.

At Fort Richardson, Alaska, thieves broke into a library and stole a \$7,000 computer.

What's happening in MWR?

A new enlisted club is being designed for **Fort Stewart** soldiers. The structure is expected to be about 25,200 sq. ft., and will seat about 700, according to **MAJ William Ginac**, Installation Club Manager. The club is supposed to replace the present Warehouse and NCO/enl clubs which date from the 1940s. These clubs may be used for National Guardsmen and Reservists during summer. Ginac expects the facility to be located in a troop area, within reasonable walking distance for about 8,000 soldiers. Plans are for two entertainment areas, automatic beverage dispensing equipment, a food drive through, and dining facilities.

LTC Doug Holtz has a good idea for managers en-route to a new assignment. Holtz is leaving the Club and Community Activities Management Directorate's DARCOM assistance team chief slot for the ICM job in Hawaii. He wanted to hit the ground running and wrote to the club system (one of the Army's largest and finest) months ago to get advance information on people he should meet and know, command policies, club policies, and support from CAO, CPO, DFAE, MPs and the CID. Information was also requested on the administrative support branch, financial management, and on each club and package store branch. He also listed the tasks he wanted to accomplish after taking charge. Samples of his letter and management agenda can be obtained from DAAG-CMC.

After being closed for leaks, **Fort Carson's** indoor pool has opened with new programs including adult swimming lessons, tiny-tot course, Red Cross certification, ladies aqua-size, a water phobia course and swim and stay fit.

A new Youth Activities Center is expected to be completed at **Fort Ritchie** this July.

Heidelberg self-sufficiency is being achieved through streamlining operations, synchronizing appropriated and nonappropriated funds and new programs, according to **Enzio Napoli**, morale support officer. "We are presently analyzing all of the recreational activities, modifying hours of operation and gradually going into a pay as you go mode," Napoli said. Napoli said that management aims to develop and showcase the latest activities and programs that have strong customer service interest.

The MSA is "modifying, not curtail" activities, Napoli said. "Heidelberg will get its equitable share for construction. Major capital improvement projects include a 24-lane bowling center at Patrick Henry Village and a sports store with outdoor recreation and bowling resale items. A showcase arts and crafts center opened recently at Patton Barracks along with a renovated music center.

There is also a strong interest to renovate and turn a bowling center into a skating rink. An appropriated-funded physical fitness center is planned for at the barracks. Says Napoli: "Morale Support is committed to a total program that truly relates to the recreational needs of the full community.

Courtesy Heidelberg Herald-Post.

Fort Hood's main NCO club opened its doors after an interior redecoration. The work was done by a nine-man crew from the club system's self-help labor force, said **Walt Johnson**, deputy installation club manager.

Fort McPherson's multi-crafts shop offers ceramics, wood and photo opportunities. Over 1,000 people use the facility each month according to **Wally Thornton**, craft director. "I'll put this shop up against any in the Army," Thornton said, referring to the quality of equipment and "top-rate" instructors like photo instructor **Doyle Culpepper** and ceramics expert **Annie McQueen**.

There will be a **USAREUR Youth Activities Workshop** at Lake Chiemsee, Germany May 30-June 3.

The title "**Dependent Youth Activities**" and the acronym **DYA** are no longer official designations for the Army's youth program; the "Dependent" has been dropped from the title. "Youth Activities" and "YA" are now correct.

Youth Activity Center Design Guides are available from Ms. Wing, AV 221-0711, HQDA DAAG-PSY), Alexandria, VA 22331.

Guidelines for establishing a **Youth Intervention Program** for drug and alcohol abuse are being developed at DA and should be out soon. Plan calls for YA to assist the Drug and Alcohol Program in implementing this plan at each installation.

John J. Flood has been named Chief of Morale, Welfare and Recreation at the Army Materiel Development and Readiness Command. Flood has served in MWR positions within DARCOM for over 20 years.

The Fort Knox Officers' Club opened March 25 after an extensive \$2.4 million renovation. Details and photographs in the next issue of the *Army Host*.

James R. Bishop, formerly MSO at Bremerhaven, West Germany has assumed the morale support officer job at Fort Devens, Mass.

Forty-six iron pumpers competed in the 1983 **Morale Support Activities Powerlifting Meet** at Aberdeen Proving Ground, March 12. There were 11 weight classes with squat, bench press and dead lift events. The Meet Director was **Scott Underkoffler**, Aberdeen's Director, Sports and Athletic Training Program. Aberdeen has a wide and varied physical activities operation headed by **Carol Corriggio**. It features indoor and outdoor sporting and recreation activities including the operation of three golf courses, three gymnasiums, three pools, two bowling centers, boat docks, picnic areas, tennis courts and athletic fields.

The child care capacity at **Heidelberg** increased 60 percent when space for 100 opened at the community's Mark Twain Village Child Care Center. The waiting list to get into child care grew 250 percent from August 1981 to August 1982. ACS is hiring 19 new staff members to accommodate the children.

The **Fort Gordon** Morale Support Fund opened two new snack bars in bowling facilities in March.

A full grown gorilla? . . .

Walter Reed clubs have a \$75.00 yearly dues rate. The clubs have eliminated an in-house charge system and now accept major credit cards instead. This saves members about \$33.00 each year, according to **Kenneth Burnette**, asst. installation club manager. "We no longer have delinquent accounts and have removed the greatest irritants, the club bill and the delinquent letter which were cause for angry members and resignations." Other **Walter Reed** improvements include a new menu in a picture frame, a 27-item salad bar, imported beer, sandwiches and ice cream. A sandwich menu has been installed at the NCO club. Events even include having a full-grown gorilla break through the back door during ladies night.

One year after ground-breaking, a new physical fitness center addition has opened at **Fort Benjamin Harrison**, Ind. The new center has handball/racquetball courts, a 50-meter pool, lockers, saunas, whirlpool and basketball courts.

The **Fort Bliss** Replica Pool hosted a Volks-swim with 250, 500, and 1,000 meter events.

The Army's **principal objective** in the management of morale, welfare and recreation activities is to bring about a first-class system with modern facilities and a plan to replace these facilities as they run down.

The entire **Fort Rucker** community pitched in to have some fun and support Army Community Service at the installation's annual 49er Party.

The party is one way to support vital ACS programs. Military families with financial difficulty are assisted with emergency food boxes including baby formula, through the ACS Emergency Food Locker Program which is supported entirely with funds from private organizations. "Baby Bundles" program provides layettes for newborns of E-4s and below.

Family Outreach dispatches volunteers to help new arrivals to the USA by making visits to ill mothers' homes and assisting with children and providing transportation to medical appointments. A lending Hangar and food for special holidays are other Rucker ACS programs.

To prevent child abuse, ACS provides emergency guest cottages to provide shelter for abused and neglected spouses and children. ACS volunteers take up slack in child care centers and a family physical fitness is encouraged by ACS volunteers.

The **Fort Stewart** Club System opened a newly-remodeled package beverage store at Hunter Army Air Field in March capping a \$25,000 renovation of the facility. "The changes will allow customers to shop in relative comfort since we installed the new heat and air conditioning system," said **Patricia Putnam**, branch manager for the Fort Stewart and Hunter package stores. "The overall redesign of the building gives us a better way of presenting the products to the customer," said **1LT Jerry Holcombe**, Hunter's assistant installation club manager. The renovation was a combined effort of the engineers and the club management staff. The opening was heralded by a weeklong celebration highlighted by truckload sales and taste testing sponsored by vendors.

Sue Luther was honored as **Fort Stewart's** Volunteer of the Year during special ceremonies here. During

1982, she contributed over 1,200 hours supervising volunteers who touch just about every facet of Fort Stewart community life, including: information and referral, relocation, financial management, family advocacy services to the handicapped and child care. **Lesia Caraway, Cathy Mercado, Kathleen Koreski and Tanna Schmidli** were selected as ACS Volunteer of Merit for 1982.

The **Fort Stewart**, Ga. DPCA, **LTC Robert Duggleby**, reports seeking the best civilian business manager he can find. Realizing that financial expertise is the key to successful operations and self-sufficiency, Duggleby has hired the former central accounting officer as morale support fund custodian. He has also hired a former installation accountant as his deputy. Self-sufficiency is eased at Fort Stewart because of limited off-post soldier MWR opportunities.

As ground was broken for a new 30,000 s.f. Fulda community club, NCO clubs were being designed for Heidelberg, Kaiserslautern, Katterbach and Kitzigen. Design assistance is available from the European Regional Office, CCAMD, TAGO. Roedelheim Mil. 2304-825.

1st quarter FY 83 **USAREUR club financial results** are in. Revenue Increased 4.2 percent from FY 82. Other activity income (not including dues) increased 21.5 percent, much attributable to changes in accounting procedures, reclassifying such income accounts as reimbursements, employee meal income, cash overages, etc. Bingo income increased \$230,000 or 19.2 percent. Net income was up \$308,000, 6.5 percent of revenue compared to 5.4 percent in FY 1982. The net income increases are attributed to a cost of goods declines caused partly by increased value of the dollar against the West German DeutscheMark and reductions in US labor expense.

After stealing \$5,800 in merchandise from a stateside golf club, thieves returned three months later to steal \$3,800 in merchandise.

22,500 square feet of first-class club

FORT JACKSON, SC—A \$3.5 million, 22,500 sq ft club opened here Feb 23 as 1,500 members marveled at the long-awaited facility.

The club replaces a structure built by member of the American Legion in 1933 and razed when the new club opened. It was paid for with locally-generated nonappropriated funds and a \$3 million interest-free, 20-year loan from the Army Morale Support Fund.

The new club is patterned after another that opened at Fort Meade, Md. last year and one just completed at Redstone Arsenal, Ala., however, interior decor packages vary widely.

The opening marked just one of several improvements to Fort Jackson MWR facilities, according to **DPCA LTC(P) Willard Marlow**. Other recent improvements or projects on the boards include a \$200,000 hunting and fishing lodge, a \$500,000 enlisted club, a youth activities center, and a renovated package beverage store, and a warehouse. An innovative consolidated religious education and child care center is planned for fiscal year 1985 appropriated fund construction. A prototype 70 room guest house also is in the works.

Management, assisted by a team of TAGO club specialists, implemented a completely new menu and club program slate to coincide with the opening. Employees were trained and well versed in anticipation of the expected increased volume.

The attractive facility is very popular. Sales have doubled from that of the prior club and party rooms are booked solid for the coming months, according to **CPT Rodney Bowman**, Asst ICM. Sunday brunch regularly draws over 500, he added.

The club is beautifully situated at lakeside and allows for an attractive appearance when approaching the popular Fort Jackson eatery.

Architecture is classic southern colonial with corinthian capped columns and stone accenting fine brickwork.

A grand opening and ribbon cutting ceremony gave many members their first look at the facility and the



club wastes no time in impressing its clientele. The lobby is dominated by two large palm trees centered under skylights and accented with hand-cut tile work.

There is a 20-seat informal lounge, labeled Groucho's to immortalize a black and white feline with a close attachment to younger officers. Brass and burgundy highlight this three-tiered room filled with disco, motor-lowered wide-screen TV and backgammon tables.

Officers' club members are now also enjoying some other amenities to their new social habitat. The 80-seat Palmetto formal lounge features a fireplace, leather furniture, antiques and exposed oak.

The club's dining room, named Hickory's seats 125 in a room graced with greenhouse seating and ceiling fans.

One of the more functional fea-

tures of the club is the ballroom. This room can seat up to 500 or be divided into five separate rooms for smaller parties. Serviced by convenient corridors, it has a beige and hardwood dance floor and is illuminated by wood and brass chandeliers.

Club employees work with state-of-the-art equipment including an ultra-modern kitchen and automatic beverage dispensing system.

The club is managed by **CW2(P) James Glover** and **MSG John Brooks**. The TAGO contracting officer and project manager was **MAJ Mark Keehan**. Interior design work was done by TAGO's **John DiPol**, with procurement of equipment and furnishings by TAGO's **Kathy Bean**. Construction and design work was by **Craig Construction Company, Columbia, S.C.**



Pre-negotiated, discounts, fast

List of NAF contracts

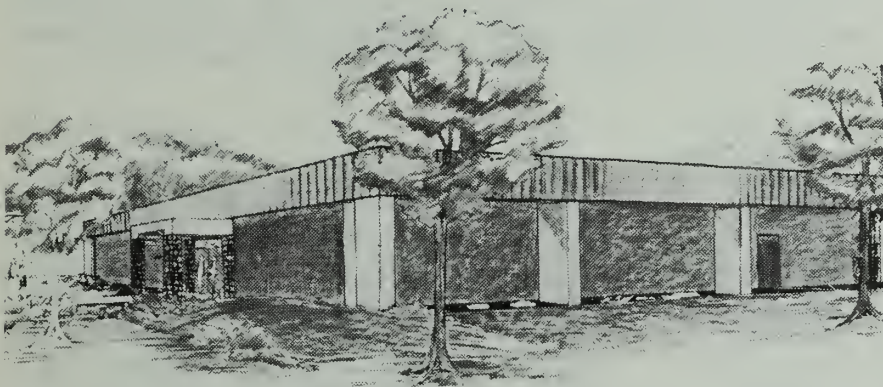
WASHINGTON—A list of Army and Air Force NAF contracts has been distributed to MWR managers by TAGO's NAF contracting office. Basic ordering agreements eliminate middlemen since centralized contracts are negotiated directly with manufacturers.

The agreements offer large discounts averaging 40-50 percent from list. They cover a wide range of commodities—everything from aircraft to sine.

Lists of the contracts will be distributed twice each year. The current list was dated Feb. 17.

The agreements are fast, because they are pre-negotiated. There is no need for competitive bidding or legal review and no general provisions. Use of the central contracts increases the obligation authority of the purchaser. Contact DAAG-DPR, Mr. Sotter, AV 221-0757.

Monmouth NCO Club



FORT MONMOUTH, NJ—Rendering of new Fort Monmouth NCO Club. The building is expected to cost about \$567,000 and be completed in Feb. 1984. The club will be built in three phases. The first part will have a quick-serve food capability and a bar, but no kitchen. Phase II will add a full kitchen and a dining room. Plans for Phase III are for the addition of tennis courts and pool.

Advanced education for soldiers

WASHINGTON—Soldiers in Europe can now participate in a college education program unique to the Army.

The servicemembers opportunity colleges associate degree program . . . or SOCAD.

The two-year degree program allows soldiers to earn college credits for skills and knowledge gained in

the military while eliminating concern over transferring credits even though military requirements might involve several transfers.

Institutions offering SOCAD are linked up in networks offering common curriculums in specific occupational fields. There is also a flexible or general studies program that allows at least half of the degree to be

Millionaires at Seoul Garden



SEOUL, SOUTH KOREA—LT Lavell Rockwell danced for joy when he and his wife won the Seoul Garden Hotel's Millionaire Weekend for Two.

The lucky winners were presented with coupons good for dinner for two at the Seoul Garden Hotel's grand La Mer Rooftop Restaurant and a dream weekend in the unmatched Garden Suite. The contest was sponsored by the recently opened first-class hotel for military.

The Garden Suite, located on the hotel's 15th floor, has a foyer, living room, dining room, kitchen, master bedroom with king-size bed, sitting room and huge bath. If all that wasn't enough, the Rockwells also were served breakfast in bed on Sunday morning by white gloved waiters.

Brenda and Lavell are both in the US Army. He is stationed with the 637th Artillery at Camp Essayons, and she's a Signal Officer at Yong-san Garrison. The newly wedded officers are both from Texas, and have been in Korea since November 1982. Brenda commented, "This is just like a honeymoon, the suite is just beautiful and, WOW, I can't wait to be served breakfast."

completed by electives. While SOCAD is now being introduced to U.S. Army Europe, it has been available for some time now throughout the United States and Far East.

As is the case with all college classes, the Army pays 75 to 90 percent of tuition for courses taken under the SOCAD program. For details or to enroll, contact your local education center.

Personnel

Why didn't I get selected for ECMC?

In the following article, SFC John Zabko, a personnel specialist with the Club Management Section, MILPERCEN, discusses the reasons people don't get selected for the Executive Club Management Course. Zabko also compiles the assignment and promotion lists that appear in the Army Host.

During the second quarter of every Fiscal Year, our phones are overloaded with calls about non-selection for attending the Executive Club Management Course. Yes, we would like to send everyone, but this is not possible. The following information is provided to allow you the

opportunity to compare your profile with those selected to attend this year.

CMC GRAD YR	CIVEDUC
77	13.1
EERWA	GT
121.5	119

The prerequisites for attending the course are well known. They are: (1) graduate CMC; (2) Possess PMOS OOJ; (3) grade E6(P) or above; (4) educational aptitude to do college-level work; (5) Have a minimum GT of 110; (6) evidence through EERs of better than average performance, and the potential to assume greater responsibility.

The panel reviewed 96 records on individuals who were nominated or scheduled for movement during the April-September 83 time frame. Of these, 24 were not selected because

of marginal performance, EERWA, GT Scores, educational levels and/or their records did not reflect the ability to do college-level work. Another factor was financial constraints.

Evaluate your career and seek improvement (i.e., civilian education, re-test of GT, EERWA, and positions of greater responsibility). Your education center can be of assistance in the areas of advanced education or retests of GT Scores.

Over 73 percent of those selected have 12+ to 16 years of education. 92 percent have GT Scores over 110. Where do you stand? Only you can make that determination, through self-evaluation. You have to show a continued interest in your career progression.

If you are interested in attending the Executive Club Management Course in the future, accept the challenge and begin *now* to make yourself more competitive.

Command and Staff College Selectees for 1983/84

MAJ Judith Casey	ERO, CCAMD, TAGO	42/43
CPT(P) Nancy Dalrymple	Germany	42/43
MAJ Arthur Floyd	Germany	42/43
MAJ Paul Herrick	USAMILPERCEN	42/43
MAJ Jerry Hill	SHAPE	42/43
CPT(P) William Lindsey	Ft. Richardson, AK	42/43
MAJ David Mower	Pentagon	42/43
MAJ Robert Shooner	Florida International University	43/41
CPT(P) Karl Swanson	Korea	42/43
MAJ Arpad Szurgyi	DoD, Washington	42/43
MAJ David Teichman	Germany	13/43
MAJ Edward Urben	MDW	43/82

Specialty Code	Eligible	Selected	% Selected	Army Average %
43	90	12	13%	14%

Following previously selected remain eligible for CGSC.

MAJ Grady (Joe) Ferguson 92/43	MAJ Charles Morris 13/43
MAJ John Giles 12/43	MAJ Ronald Parker 43/82
MAJ Marc Michalelis 31/43	MAJ Rodger Tunnell 15/43

Selected for Promotion to CPT/03 (Nov. 82 Board)

Francis Botkin	Ft. Gordon Spec 43	Mark Kuhn	Ft. Carson Spec 42/43
Daniel Burgemeister	Ft. Harrison (OAC) Spec 43	Thomas Leechin	Ft. Harrison (OAC) Spec 43
Darrell Clay	Wuerzburg Spec 43	Randal Lister	Korea Spec 43
Frank Dillard	Hawaii Spec 11/43	Michael Magalski	Kansas City DRC Spec 43/42
Edward Dworak	Mannheim Spec 43	Thomas McDonald	Ft. Leavenworth Spec 43
Frank Granato	MDW Spec 43	Ronald Plumb	Camp Casey, Korea Spec 43
Jose Guadalupe	Schweinfurt Spec 43	Carolyn Ragland	Vint Hill Forms Sta. Spec 43

Selected for Promotion to SFC/E7

Rafael Alverio-Ortiz	Wuerzburg
Benedicto Andrada	Ft. Carson
Delbert Brown	Ansbach
Tony Cooper	Camp Casey
Clarence Coskrey	Selfridge, MI
James Craig	Berlin
Lee Farrell	Ft. Stewart
Rodney Furby	Frankfurt
Robert Garza	Berlin
Ronald Harrell	Ft. Lewis
Walter Holmes	Kaiserslautern
Steven Meek	Darmstadt
Vernon Prince	Zweibrucken
Charlie Rice	Schweinfurt
Samuel Spriggs	Wuerzburg
Robert Scorsonelli	7th ATC
Allen Young	Ft. Sill

Peter Schoener	VHFS Spec 43
Willie Sherman	Camp Casey, Ko- rea Spec 43
Deborah Stephens	ERO, CCAMD, TAGO Spec 43
Karl Thomas	Ft. Harrison Spec 43
Janet Williams	Ft. Monmouth Spec 43
Willie Williamson	Neu Ulm Spec 43
Wallace Wilson	Ft. Belvoir Spec 43

Assignments

CW2 Anthony Zammarrelli	Ft. Huachuca Mar	SFC Jimmie Morgan	Germany Sep	SSG(P) John Cloud	VHFS Jul
CW3 Charles Jackson	ERO, CCAMD, TAGO Apr	SFC Harvey McNeil	Korea Sep	MSG Morris Hester	Korea Aug
WO1 Arnold Toy	Dugway Proving Grounds May	SFC John Holt	Benning Sep	SP5 Antonie Augustine	Selfridge Aug
GW2 Jimmy Jones	Arlington Hall May	SFC Robert Harrison	Korea Sep	SSG Ronald Lowe	McPherson Aug
WO1 Kenneth Allred	Yuma Proving Grounds Jun	SSG Clarence Coskrey	Korea Sep	SFC Thomas Legg	Sierra Aug
WO1 Albert Jay	CCAMD, TAGO Jul	SFC Ernest Bradford	Carson Sep	SFC Jerome Jankowski	McPherson Aug
CW3 Sam Couthen	Ft. Bliss Jul	SFC Robert Lipski	McPherson Sep	SP5 Robert Hyatt	Lewis Aug
CW2 Ulysses Shields	Saudi Arabia Dec	SFC William Hetzer	7th ATC Sep	MSG Darwin Glasier	Leavenworth Aug
CPT(P) Shelby Clark	Ft. Monroe May	SFC Robert Saxton	Korea Sep	SFC Phillip Nelson	Korea Aug
LTC Douglas Holtz	Hawaii Jul	SSG John Smith	Riley Oct	SSG Bruce Dickinson	McClellan Jun
LTC Gerald Lasater	Korea Jul	SFC Manfred Kick	Hawaii Nov	SP5 Morris Hart	Wiesbaden Jun
CPT Deidre Mahony	Germany Jul	SFC Delano Tarver	Germany Nov	SSG James Douglas	Redstone Arsenal Jun
CPT Stephen McGill	Germany Aug	SSG Tony Cooper	Lee Nov	SSG John Chavez	Germany Jul
CPT Jerold Lee	Ft. Drum Aug	SFC Joe Kennedy	Bliss Nov	SSG Gregory Nagorski	Stuttgart Jul
CPT Steven Breneman	Germany Aug	SFC Nicholas Neumeier	Hawaii Nov	SP5(P) Larry Epperly	WRAMC Jul
CPT William Kerlin	7TH ATC Aug	SFC Thomas Weekly	Huachuca Jun	SSG Raymond Venezie	Germany Aug
CPT Joseph Bell	Korea Sep	SFC Radford Norris	MDW Jun	SFC William McGhee	Stewart Aug
LT(P) Daniel Burge-meister	Japan Sep	SSG Clifford Martin	Dugway Proving Grounds Jun	SFC Nathan Privette	Germany Aug
LT Robert Clifford	Germany Sep	SFC James Jeffery	Yuma Proving Grounds Jun	SP5 William Schaffer	Huachuca Aug
CPT Charles Hollis	Germany Sep	SP5(P) John Pennington	Bliss Jun	SP5 Brenda Schultz	Dugway Proving Grounds Aug
CPT Jeffrey Thomason	Germany Oct	SFC Philip Gable	Sinop Jun	SFC Abra Jones	Red River Sep
MAJ Glenn Neuman	Korea Oct	SP5 Jeri Coney	Lewis Jul	SFC Harold McDonald	McClellan Sep
CPT Michael Derosé	Korea Oct	SFC Raymond Helmich	San Houston Jul	SSG Linda Wiggins	Rock Island Oct
LTC Thomas Pope	Korea Oct	SFC John Garcia	Leonard Wood Jul	SFC Joe Thomas	Carson Feb
LT Chevon Jackson	Germany Nov	SFC Frisco DelRosario	PSF Jul	MSG Wolodymyr Chyr	Hood Mar
CPT Gwendol Grimes	Germany Dec	SFC Lorenzo Cantu	Rucker Jul	SFC Jerry Watson	Cakmakli Mar
SFC Grady Black	Korea Aug	SSG Cederic Alexis	Monroe Jul	SSG Harold Simon	Eustis Mar
SFC Hiram Rios	Korea Aug	MSG Thomas Lynch	Sill Jul	SFC Robert Perry	Devens Apr
SFC Ronnie Saylor	Camp Zama Aug	SSG James Pearson	Wildeflecken Jul	SFC Rolland Berard	Eustis Apr
SSG Walter Craig	Lee Aug	MSG Robert Boyd	Taegu Jul	MSG James Loyd	Stewart May
SFC Timothy Gaines	Korea Sep	SFC Anthony Somerville	ERO, CCAMD, TAGO Jul	SFC Gerald Morgan	Leonard Wood May
SSG James Ayers	Korea Sep	SFC William Keys	ERO, CCAMD, TAGO Jul	SFC Lester Brownstein	Okinawa May
SFC Robert Hubbs	Korea Sep	SFC Donald Martin	Monmouth Jul	SFC Marcus Perez	CCAMD, TAGO May
SFC Walter Morgan	Germany Sep	SFC Simon Swain	Yuma Proving Grounds Jul	SFC Charles Fields	CCAMD, TAGO May
		SFC Kelvin Newby	New Cumberland Jul	SFC Alvin Holmes	Benning May
				SFC James Maynard	Campbell Jun
				SSG Robert Ross	Campbell Jun

DPCA 1-83 Jan 10, 83 – Jan 28, 83



First Row, MSG Harvey G. Esser, LTC John F. Fielding, LTC Donald L. Longero, LTC Dennis Ward, LTC(P) Willard E. Marlow, MAJ Donald M. Mudgett, MAJ(P) John A. Priore, MAJ Ronald K. Lovejoy; Second Row, CPT Roy L. Carswell, MAJ Jack W. Shrode, MAJ Walter L. Stewart, MAJ Raymond R. Ragauskas, MAJ Jerry A. Ramsey, CLASS LEADER LTC(P) Willard E. Marlow, CPT Dick A. Erdmann, MAJ Ronald L. Carmichael; Third Row, SGM James E. Russell, LTC Pierre D. Labat, LTC Milton J. Brokaw, MAJ James M. Burton, CPT Richard A. Kubiak, SGM John E. Kovalski; Fourth Row, SGM Larry G. Hall, SGM Samuel Way Jr., MAJ Thomas H. Whitley, MSG James H. Tarver.

Club Management Course 3-83 Jan 4, 83 – Mar 11, 83



First Row, CW2 James "ET" Christian, MRS Judy L. Starnes, SFC Evon Russell, MAJ Roderick S. Mazzetti, CPT Gary D. Storm, MSG Bill E. Bryant, CPT Elizabeth M. Miers, SP5 Antoinette K. Beck; Second Row, SSG John J. A. Adams, SSG David C. Pickering, SFC Ronald S. Barron, SSGT Michael J. Cook, SGT Joseph S. Schneider, CLASS LEADER CPT Gary D. Storm, SGT Sam Sneed, SGT Ronnie Baker; Third Row, SSG Joel Williams Jr., James E. Stitt, SSGT Richard A. Freeman, SSG Craig S. Hamm, INSTRUCTORS SFC Evon Russell, CPT Elizabeth M. Miers, SSG Lee M. Farrell, SFC George D. Smith; Fourth Row, CPT Ronald L. Colbeck, Norman G. Menzel, 1LT Todd R. Weitershausen, 1LT Robert J. May; Not Present: CPT Nancy B. Early.

A lot of bargain for the buck



Newly renovated Officers' Club at the Defense General Support Center, Richmond, Va. Both levels of the club were renovated and the building expanded for under \$150,000. Design assistance was by John DiPol, CCAMD, TAGO.

Irwin works to control alcohol abuse

by Ruth Eldredge

FORT IRWIN, CA—MAJ Bob Aleva, Installation Club Manager here, in cooperation with Tom Henry, post safety officer, conducted a safety program to make people aware of the need to understand the limits of alcohol consumption.

During the evening, a scale and chart depicting drink limits by weight/hour was placed at the entrance to each club lounge. While few people weighed themselves,

most people did read the chart.

In addition, the safety office provided the clubs with small packages of peanuts which were given to the customers with each drink purchased. The object of this was to provide some type of food for the system while drinking and reinforce the awareness of the necessity to eat if drinking.

The program was well accepted and the ICM and safety officer are planning more such programs.

Although many club managers

believe the support for such safety and alcohol abuse prevention programs hurt their business, they must understand their responsibility to protect their patrons and support the overall objectives of the Army.

A side benefit is that the image of your club improves and begins to attract that market segment which consumes little or no alcohol, a market which is growing rapidly.

Eldredge is an MWR specialist with Forces Command.

Not so alone and away from home

CAMP ZAMA, JAPAN—Quality of life and morale, welfare and recreation programs take on special meaning in overseas areas whether the soldier is accompanied or not.

Army community Service volunteers in U.S. Army, Japan have a special task: that of orienting incoming soldiers and families of how to get around in this foreign country. In overseas areas, the library, the only central source of English reading material, is one of

the most popular MWR activities.

Sports programs allow soldiers and families to participate in familiar sports and local festivals celebrate American holidays.

Japan is a beautiful nation and the outdoor recreation program allows soldiers an opportunity to see the countryside through renting camping equipment. Vans for families or groups to tour Japan are also offered. In order to ensure that the US Army, Japan Quality of Life

Program continues to flourish, a 5-year facilities plan has been developed. A new teen center, child care facilities, library, family quarters, education center and a variety of recreation projects are planned as well as upgrading both living and working facilities. Much of this is being paid by the host government.

Adapted from the Soldier Support Journal's Quality of Life in USARJ by John H. Smith.

Myer, Detrick Clubs net cleanliness award

WALTER REED ARMY MEDICAL CENTER, DC—SFC Larry A. Foster, Community Club managers at Fort Detrick, and MAJ Ed Urben, Officers' Club manager at Fort Myer, have something else to be proud of nowadays.

They and their staffs were the proud recipients of the Walter Reed Army Foodservice Facility Awards of Excellence. Foster's operations took first place honors while Urben's was runner-up.

CPT Brian Thoreson, Chief of Walter Reed's Environmental Health Section, said that his operation inspects over 100 foodservice establishments in the Washington, DC area serving over 150,000 people. The monthly inspections deal with foodservice sanitation and the prevention of foodborne illnesses. "Technicians at the Preventive Medicine Activity are trained to assist foodservice managers in identifying and correcting problem areas," Thoreson said.

"These awards should in no way be compared to a food critics' review of Washington area restaurants," he said. "The emphasis of our inspection is public health," Thoreson said.

Inspections examine everything from procurement and storage of quality raw foods to the eventual preparation, cooking and serving practices. Other important factors include the location and design of



SSG Minnie Varnado, Walter Reed Preventive Medicine Activity, inspects the sanitation procedures by Pete Davis, Rader Clinic snack bar, Fort Myer.

sanitary facilities, individual personal hygiene practices and the training program offered to the employees. Other considerations are food quality, selection and the overall aesthetic characteristics of the facility.

The monthly surveys give the inspection teams an additional per-

spective from that of a food critic seeing an operation from the inside out over the course of an entire year. Thoreson feels that this perspective makes the awards both a unique and comprehensive evaluation of foodservice excellence.

The awards are given in three separate categories: clubs, cafeterias and snack bars.

"Team Spirit" shatters club record

PUSAN, SOUTH KOREA—During an average month, the Pusan NCO/enlisted Club does about \$57,000 in sales, of which \$36,000 is food business.

When the cash registers were rung out at the end of March, manager **MSG James Webb** and his 50 employees had good reason to be proud.

A military exercise, "Team Spirit" caused sales to nearly double to \$115,000 and food sales to reach

\$61,000 with a monthly net income of \$57,000. These sales were an 86 percent increase over the previous month and a 42 percent increase over the club's previous record month. There were days during March when sales topped \$7,000 with over 2,000 meals served. The business volume capped months of planning and stockpiling of everything from hamburgers and beer to guest checks and napkins.

After the exercise was slated, in-

stallations throughout Korea began to prepare for one of the largest military exercises in the world, involving more than 40,000 people, according to **CPT Vincent J. Corona**, Pusan's Area Club Manager. Pusan was naturally busy since all items shipped in and out go through this busy coastal city. In addition, it's the site of one of the many "Tent Cities" as well as the liberty port for the Navy and Marine Corps.

Breathalyzer CTA

WASHINGTON—Common table of allowance (CTA) 50-909, line item number 94392N authorizes breathalyzers. The basis of issue is

according to the requirement of the alcohol and drug community counselling center when authorized by the commander.

Recommended distribution is ten per 20,000 people. The CTA is the authority for appropriated fund (APF) purchase of breathalyzers.

Manager describes program that works!

Major Ed Urban, manages the Fort Myer Officers' Club, one of the Army's largest. In the following article, he describes some of the reasons behind his success at the helm of that operation.

As with any successful food operation, service is the key to its success or failure. Certainly surveys conducted of customers bear out that price is not the most important factor. Service, or more directly, the art of caring about customers and being perceived that way is the most critical element in satisfying customers and getting them to return. At the Fort Myer Officers' Club in Arlington, Virginia, its success has been predicated on the reputation of the service provided. The recognition factor of remembering a customer's name, favorite table or drink does more for bringing our members back than the quality of our food.

Fort Myer Officers' Club, built in the late 1800's is located adjacent to Arlington National Cemetery. It boasts a current membership of approximately 12000 members, the vast majority of which are active and retired senior military officers. The club is called Patton Hall in tribute to General George Patton who commanded Fort Myer from 1938-1940. On any given day the Club may have, in attendance, the Secretary of Defense, Secretary of the Army or the Chairman of the Joint Chiefs of Staff. Because of the number of dignitaries that grace the Club, everyone must be treated as a V.I.P.

Providing recognition and service isn't just a one way street from employees to members. The mood set by management for the employees is equally as important. With a staff which reaches in excess of 250 employees, it is not hard to fall into the day to day doldrums of being lost in an organization that does not care.

To combat this we've instituted: certificates of appreciation; employee of the month program; extend individualized birthday, employment anniversary and Christmas greetings; and hold employee parties. Working conditions are most important to ensure the proper mood is set. To that end a modernized employee locker room is currently being designed. The employee dining room has recently been reno-



The staff of the Fort Myer Officers' Club main dining room just before the Salute to Great American Restaurants.

vated with paneling, wallpaper and shag carpeting. In an operation the size of the Fort Myer Officers' Club, \$4+ million/year, theft can be a major problem if safeguards are not implemented.

Although we utilize a Security System as a deterrent, providing a setting of feeling a part of the organization and management concern is certainly worth the time taken to act as a further deterrent.

The Dining Room at night is open Tuesdays thru Saturdays and boasts sales of \$750,000 per year. The fare is predominantly Continental and is Ala Carte. Guest check averages are approximately \$18 per cover.

Having spent the three previous years traveling 75% of the time throughout the United States, I had the opportunity to dine at many of the country's finest restaurants plus see the latest in merchandising trends. Having visited over 600 restaurants in this time frame, it became more and more apparent that the ones which stood out, and the ones I talked about the most were those where waiters or waitresses made me feel at home or through personalized contacts or merchandising techniques.

Some of the techniques we now use to gain positive word of mouth

advertising are: personalized matches with members names imprinted on them; a long stem rose for women; tea caddies containing a selection of 4-12 different types of tea; a pastry cart, which has increased dessert sales by 400%; and, when checks are presented they are accompanied with a figurine made out of aluminum foil containing cookies. The figurines involve all of the Dining Room attendants to come up with an individual design. Some of the shapes have included: swans, bow ties and baskets.

To provide incentives for selling wine, a Wine of the Month Program is used with the first three waiter/waitress teams receiving bonuses. All merchandising items are designed to create conversation between the staff and the members. I would be remiss if I didn't give credit at this point to Mike Hurst, owner of the 15th Street Fisheries in Fort Lauderdale for instilling this point in me.

New/different/innovative programs are another element that the Club is continually reviewing and doing. Our Big Band Nights with Glenn Miller and Tommy Dorsey have been major successes and quite profitable for the Club.

See Myer, page 26

Army MWR benefiting from state-of-the-art cash management techniques

The cash concentration system developed with the Army is among the largest in terms of dollar volume in the federal government. In size and form, it compares to some of the largest and most sophisticated systems in private industry.

CHICAGO—Since financial data and cash forecasts are essential to planning and decision making, government cash management systems are a natural point of focus for efforts to improve efficiency and cut costs. Cash management systems are rapidly becoming a melding of treasury and accounting functions, because the same automated bank systems used to move cash also capture much of the accounting data needed to keep track of government funds.

Nationally, high interest rates for both borrowers and investors underscored the inadequacies of manual, paper-based cash moving and tracking procedures. During the '60s and '70s, private industry became actively interested in improving management of all its cash resources. Banks created an array of cash flow acceleration mechanisms such as wire transfers, lockboxes, and concentration as well as deceleration products designed to slow disbursements. To complement these, they also developed information systems for the control side of financial management.

President Ford first pinpointed the need for cash management at the federal government level, and in 1977 President Carter mandated that government agencies adopt the same sophisticated cash management techniques already in use by big business. The Reagan administration has warmly embraced the notion of cash management because it: 1) provides better control over government spending; 2) streamlines procedures by combining accounting and treasury functions; and 3) creates opportunities for more efficient use of federal dollars.

State and local governments are adopting cash management techniques for those same reasons. In the coming years—especially in older cities and states—that need for

sound cash management will grow even stronger. In these mature areas whose tax bases are no longer growing, but whose infrastructures are deteriorating rapidly, better cash management techniques will be necessary for two reasons. First, governments need a clear picture of their current cash flows to forecast future revenues and expenditures. With this information they can plan multi-year budgets which project their needs for capital improvements. This then gives them time to explore ways to fund those massive expenditures. Second, cash management includes an element of investment which can help provide additional funds in the form of interest income for cash-strapped governments. Furthermore, for government bodies issuing bonds to finance capital projects, rating services are increasingly looking for evidence of sound cash management practices when they examine a government's creditworthiness.

In December of 1980, the U.S. Army issued a proposal request for the design of a cash flow system for the Army Morale Support Fund. This fund holds the receipts of the 900 officers' and NCOs' clubs, golf courses, bowling alleys, crafts shops and other recreational facilities on the 100 Army installations in the U.S. These monies are self-generated, not tax dollars. The problem was how to concentrate the receipts from 900 accounts scattered across the United States into one pool so the Army could invest the excess funds. The program freed up an eight-figure dollar amount in idle balances which the fund promptly put to profitable use.

At the core of the Army's concentration system is a master sweep account with 900 local "sub-accounts." Each day, receipts from each individual unit are deposited into a local account. First Chicago,

then, electronically sweeps those funds into the master account. Once the funds flow into First Chicago, the Army's daily investment withdrawals are achieved through a complex system of zero-balance accounts (ZBA). By using this system of ZBAs, the Army dramatically reduced the need for manually monitoring and reconciling the 900 accounts. In addition, the reports that First Chicago generates provide the Army with up-to-date balance and transaction information.

Using these reports, the Army's central investment office seeks the best return for the total of net investable funds that the bank collects each day. Currently the Army Morale Support Fund has an investment portfolio of more than \$200 million. The cash concentration system has freed up an additional \$20 million, and the Army hopes to double that figure when its overseas bases became part of the system. The interest earned by the Morale Support Fund's investments is prorated and returned to the 900 participants in a manner similar to a mutual fund.

As the Army has become more comfortable with the capabilities of its new cash management capability, it has begun trying some advanced maneuvers. One of these is managing around a target. This gives them the luxury of meeting their required compensating balance figure on average over specified intervals rather than exactly every day. During leaner periods they are allowed to fall below the required balance so they can keep investments intact. They simply make up the shortfall during peak periods.

First Chicago is also working on enhancements for the system. For example, it soon will provide electronic, same-day reports on balances for all 900 participants rather than relying on slower microfiche.

The cash concentration system developed with the Army is among the largest in terms of dollar volume in the federal government. In size and form, it compares to some of the largest and most sophisticated

systems in private industry.

In the case of the Army Morale Support Fund, nonappropriated funds were at issue which means Army personnel directly benefited from instituting sound cash management techniques. Throughout all levels of government wherever these

kinds of profit motive are at work, cash management has been embraced as a time and money saving tool.

Shrinking budgets and ever-increasing demands for services will put more and more pressure on government accountants and financial

officers to find ways to stretch every dollar to its limit. Good cash management can make revenues work harder and provide management with critical information it needs about finances.

Adapted from Government Accountants Magazine.

1983 Far East Regional Club Management Workshop, Seoul, June 14-16

1983 European Regional MWR Continuing Education Workshop, Berchtesgaden, May 31-June 3

Devens ACS helps soldiers weather financial squalls

FORT DEVENS, MS—There is a varied Financial Planning and Assistance Service operation here including financial planning education classes, consumers' educational library, budget development and planning assistance, debt liquidation assistance, food stamp assistance and Army Emergency Relief.

Financial Planning has a two fold mission, prevention of excessive debt and debt reduction.

Through their future training sessions ACS hopes to at least provide the awareness needed to the soldier in order that he may handle money matters in a more efficient manner.

ACS currently has films available that concern the soldier's finances. One example of such film is "Buyer Beware" depicting frauds and schemes that salesmen use to entice an unsuspecting soldier into buying that "good used car."

ACS has a library of consumer information on everything from automobiles to zucchini. If you are considering buying a home computer, a stereo system, or a good used car, the library may have some reading material that will help you.

They also have magazines you can borrow such as "Time," "Consumer Reports," "Money," "Changing Times," "Kiplinger Reports," and many more.

Their own special booklet on "Things to Do Places to Go" describes all the happenings in the area. If you want to teach a class on "Practical Personal Finance" or "Practical Family Life" the library

has portable teaching kits available.

According to **Mary Matson**, Chief of ACS's Financial Planning section, the library is stacked full of useful material to aid the soldiers in resolving or preventing debt problems.

"People normally go to libraries to obtain information on certain subjects that need resolution," said Matson. "We hope that people would come to our library to obtain information prematurely before disaster occurs."

Financial Planning and Assistance Services provides financial planning education classes on many subjects such as "maintaining a budget," "balancing a check-book," "how to shop for credit," life insurance, and even a good used car.

The Financial Planning Section can assist the soldier in handling consumer complaints by interceding on their behalf if the agency involved fails to respond to the consumer.

"People often times sign the dotted line for purchases without understanding the repercussions if the item should become faulty," said Matson.

They also have a Complaint Mediation Manual from the Attorney General Office in Boston that describes all the "to-be-do's" involved under the Consumer Protection Act. "It's our Bible for assisting the soldier and his family in consumer issues," said Matson.

Financial Planning will also be

publishing a monthly Consumer Bulletin that will provide information on local products and services and any other consumer-oriented innovations as they occur not only at Fort Devens, but other installations.

In the AER loan department we assist soldiers and families in authorized categories such as nonreceipt of pay, loss of funds, rent and deposit, emergency leave, food, medical, dental and essential POV (privately owned vehicle.)

Some of the unauthorized categories include divorces, marriages, liquidation of bills, legal fees, purchase of a car and continuing assistance. The soldier needs to have a form DA 1103 approved by his CO and taken to Red Cross first.

When the sponsor is absent, family members may request AER assistance at the Center without going to the sponsor's unit.

"We are here to serve and assist the soldier in any way we can in order for him/her to get into a proper budget life-style rather than a debt life-style," said Matson. "We would like their support to make this a successful program."

Adapted from the Fort Devens Dispatch.

ort Richardson officers' clubs are now charging dues after nine years of no dues. Club officials explained the move is designed to fund capital expenditures without raising prices.

NAF Managers' Bonus Incentive Plan

Concept is for awards based upon exceeding budgeting goals . . . meeting or beating "productivity goal."

WASHINGTON—The Adjutant General's Office has drafted guidance for major command (MACOM) comment on a plan to provide bonuses as incentives to MWR managers who are NAF employees.

The plan was sent to major commands April 6 along with a draft letter of instruction on the installation MWR fund (IMWRF). MACOM comments were due back to TAGO May 6. The Morale, Welfare and Recreation Review Committee will consider MACOM comments at its June meeting and decide whether to implement the plan.

Before NAF managers may qualify for the incentive bonuses, the installation must be operating under the IMWRF. TRADOC will implement the IMWRF on October 1 and the IMWRF is mandatory for all Army installations Oct. 1, 1984 (see related article, page 1).

Purpose Explained

The purpose of the bonus plan is to provide monetary incentives to NAF managers whose business judgment minimizes operating costs, maximizes revenues, and yields net income without negatively affecting program quality and effectiveness.

Objectives of the Plan

The objectives of the plan are to attract and retain quality NAF managers; instill sound, business-like thinking and practices in the MWR decision process; encourage cost-effective use of MWR program resources; promote fiscal responsibility, initiative, and creativity in the operation and management of MWR program; and enhance installation revenue generation to provide additional funds for MWR program expansion and capital investment.

Eligibility

To be eligible, NAF employees must serve for at least 10 months of

the fiscal year for which the incentive is awarded. The eligible employee must also exceed the productivity goal established for the activities under their control.

The bonus plan would limit eligibility to regular, full-time, NAF employees of an installation MWR fund who are responsible for budget preparation and execution, and for controlling personnel, procurement, and the operation and/or management of one or more MWR activity at the installation or lower level.

Incentive awards for military personnel and appropriated fund employees already exist and will be processed under AR 670-20 (Incentive Awards) and AR 672-5-1 (Military Awards).

NAF managers assigned to staff positions or to duties above the installation level would not be eligible for the bonuses.

Goal

To meet productivity goals, the MWR activity would not necessarily have to generate a net income. Bonus eligibility depends upon meeting a goal at least five percent above the budgeted net income or below the budgeted cost. The budgeted net income/cost would be at least a 5 percent improvement of the prior year's execution.

Managers would have to not only meet budget goals, but also exceed the MACOM-established productivity goal to qualify for bonuses.

If the actual net income for the entire installation MWR program is greater than the productivity goal, managers would be entitled to a portion of the net income above the

goal as a cash bonus, in addition to standard incentives.

The plan also calls for managers who meet their budgeting net income/cost goals but do not meet their productivity goals to be eligible only for the standard incentive described in AR 230-2. NAF managers who do not meet their budgeted net income/cost would not receive a bonus or other incentive and may be subject to administrative or corrective action.

Factors beyond the control of the activity manager such as major changes in troop strength, loss of facility through disaster, and unprogrammed gains and losses to the operating budget should be considered when comparing actual performance to budget projections. Installation MWR managers must also ensure that the overall program continues to provide a variety of quality goods and services to patrons at reasonable prices.

Responsibilities

HQDA, TAGO, would maintain oversight of the program and publish guidelines on pricing, performance, productivity goals, and cash incentives for MWR programs. MACOM commanders would establish appropriate productivity goals for installations. Installation commanders will nominate NAF managers for the bonuses.

Funding

Cash bonus awards would be paid from the locally-generated net income above the installation productivity.

Contact Ms. Rivera, DAAG-MT, AV 225-1737 (202) 695-1737

Uniform Commissary Surcharge

WASHINGTON—On April 1, 1983, all military services began to assess a standard five percent surcharge on total purchases at commissary checkout counters. Previously, the Army and Navy and the Marine Corps had a surcharge markup which averaged six percent. The increased surcharge for Army

commissaries will help to accelerate new commissary construction and remodeling programs.

For Army commissaries, the surcharge does not apply to sales to military clubs (officer, noncommissioned officer enlisted and community clubs) and Armed Forces Recreation Centers in overseas areas.

Fun, food and fitness

Army travelling on a smaller stomach and program is designed to help soldiers stick to their guns instead of butter.

WASHINGTON—Take time to look around—but don't take too long—or you might get run over by a stampede of joggers, athletes, weightlifters and other soldiers getting fit to fight.

The green machine is getting leaner, meaner and eating greener. Today's soldier is under the gun to shape up or ship out as the Army thins its ranks.

Army clubs and other MWR activities through a program called "*Fun, food and fitness*" are being encouraged to support the Army's physical fitness program by a series of measures that not only will shape up the soldier but also the financial statement.

The Fun, Food and Fitness program recognizes that today's emphasis on weight control, nutrition and physical fitness in the military has made many patrons of MWR activities change their eating and drinking habits. Many club Managers have already responded to this change by offering low-calorie and low-sodium menu items and specials which appeal to patrons.

The Fun, Food and Fitness Program will include regular *Army Host* articles, a nutritional brochure with suggested ideas on promoting nutritional food and fitness, and a 24-hour telephone line providing suggested low-cal recipes and other nutritional tips (202)325-0461. Managers can help soldiers win their battle against blubber by serving light alcoholic beverages, diet soft drinks, and by promoting installation physical fitness activities. Clubs can cater physical fitness activities such as soft ball games and volks-marches, serving light foods for the military man or woman on the run. Some commercial restaurants are listing the number of calories next to items on their menu.

Following are three recipes to help you start your program. The *Army Host* will publish others in future issues.

CHICKEN BELLA

24 Servings

24 Chicken breast halves

1 tbsp (8 g) Salt

2 tbsp (8 g) Black pepper, ground

1½ cups (360 ml) Olive oil

Rinse chicken,** pat dry, season with salt* and pepper. Saute in olive oil 5 minutes on each side. Place in a shallow baking pan.

(* Or low-sodium substitute)

(** Removed skin reduces cholesterol)

12 Garlic cloves, peeled, slivered

6 Red peppers, washed, seeded, cut into ½ inch strips

6 Green peppers, washed, seeded, cut into ½ inch strips

1½ tps (3 g) Rosemary leaves, dried, crushed

Add remaining ingredients to pan drippings. Saute over medium-low heat 5 minutes. Distribute peppers evenly over chicken, and drizzle remaining pan juices over all. Bake at 350°F (175°C) 35 minutes, or until tender.

241 Calories per serving

Can be served individually or Russian style.

Suggest serving with:

½ cup cooked rice (116 calories)

2 oz. buttered zucchini (66 calories)

Start with a green salad dressed with fresh ground pepper and lemon juice and finish with our chocolate mousse—a delicious dinner combo for well under 600 calories!

BUTTERED ZUCCHINI

3 qts

9 lbs (4.1 kg) Zucchini, cleaned, cut on diagonal into 1-inch slices

1½ cups (335 g) Butter or margarine

Saute zucchini in butter 2 minutes, tossing to coat.

¼ cup (15 g) Parsley, washed, chopped

2 tps (4 g) Basil leaves, dried, crushed

2 tps (4 g) Tarragon leaves, dried, crushed

1 tbsp (16 g) Salt

1 tsp (4 g) Black pepper, ground

Add to zucchini and stir to blend. Continue to cook 8 more minutes, stirring occasionally, until zucchini is just tender.

Garnish with pimento.

66 Calories per 2 oz. serving.

LOW-CAL CHOCOLATE MOUSSE

5 Servings

2 oz. (56 g) Semi-sweet chocolate bits

Melt over indirect heat, cool.

2 ea Eggs

Separate. Add egg yolks to chocolate. Beat whites until they begin to get firm.

4 tbsp (60 g) Sugar

Slowly add sugar to egg whites as they continue to be beaten. Beat until they form stiff peaks.

1 tps (5 cc) Amaretto liquor

Add to egg yolks and chocolate mixture.

Lighten chocolate mixture with spoonful of meringue. Fill serving dishes with mixture and chill 4-6 hours.

133 Calories per Serving.

Lighter entrees highlight Stouffer's fitness menu

SOLON, OH—Stouffer Hotels has introduced a menu of "light and lean" 450-calorie entrees in their all-day hotel restaurants.

In response to the consumer demand for lighter, nutritious meals that are freshly prepared, Stouffer's hotel food and beverage director Guilio Commachio created nine new entrees. They include Chicken Marsala, Veal Piccata, Sauteed Scallops with fresh vegetables and Lemon Sole Citrus, among others. The selections are presented in a brochure-type menu called "Light and Lean; Tips to Healthy Eating."

As customers enter the hotel dining room they immediately see an attractive four color poster of an edible bouquet made up of

zucchini, carrots, chili peppers, mushrooms, radishes, basil, thyme, lemon, shrimp, potatoes, green onions, mint and dill.

The brochure advises that for every pound of excess weight a person wants to get rid of, they must decrease their caloric intake 500 calories per day. By "learning to eat the right kinds of foods," and "following a regular exercise program . . . you can do it," says the brochure.

Different exercises, with the amount of calories each burns per hour, and eating tips on maintaining or losing weight are also included.

In place for about three months, the new entrees are in 16 of 20 hotels and have done very well at lunch and on all day room service menus, but have not moved well during the dinner hour.

Solid, well-led team pitches in to make it happen at the Hale Koa

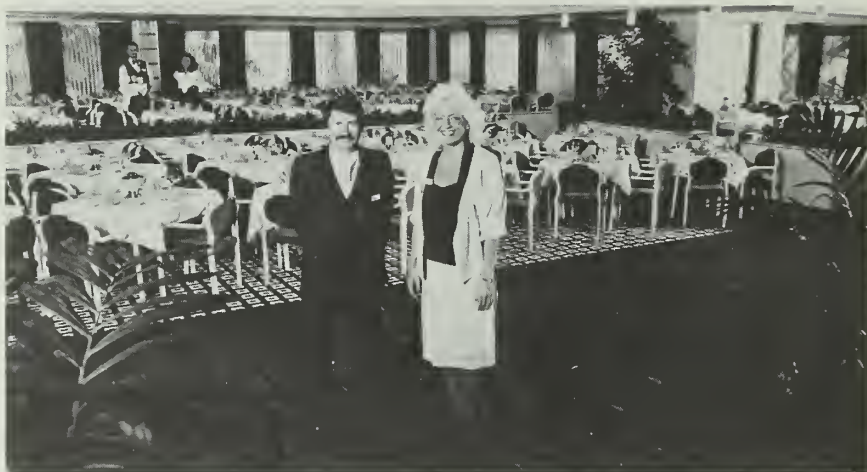
HONOLULU—The Hale Koa Hotel, AFRC on Waikiki Beach is something of a military marvel—not only because of its uncommonly good scenery and popularity, but also because of the consistent success it realizes year-after-year in providing first-class accommodations for guests who keep the hotel's 416 guest rooms 98 percent full year round.

Some of the most notable success has occurred in the food and beverage department where a solid team of 300 serves 2,700 covers daily or 96,000 food covers per year with few guest complaints and a lot of kudos.

The leader of this team is **MAJ Ron Parker**, Hotel Food and Beverage Manager who reports directly to Hotel general manager **Lee Riley**. Because of the size of the staff, Parker learned early-on to rely on the expertise and wisdom of his staff and has seen his role at the Hale Koa to be that of advisor and guiding force in the food and beverage operation.

There is no established set of guidelines for a food and beverage manager; as Major Parker has shown, the key is to create stimulating and on-going interaction between staff members and to keep abreast of current demands and trends of the day. It all leads up to a successful picture of growth in today's competitive market.

The Food and Beverage management team, with Parker as the nucleus, consists of several managers, each with his or her own staff and specific areas of responsibilities. Beverage Manager **MSG Bill Bodie**, Catering Manager **Cheryl Apo**, and Executive Chef **Rolf Walter**, along with restaurant managers **Robert Wakida** (Hale Koa Fine Dining Room), **Cindy Viernes** (Coffee House) and **Happy Marciel** (Snack Bar) form the critical Food and Beverage Management team. The effort is bolstered by assistance from the Hotel's professional marketing



team headed by **John Kay**. In preparing the 82 budget, the group chose to focus on three areas in order to increase revenues. These areas were:

- Attention to top quality service;
- Increased referral business;
- Promotion of new business from the on-island military market (non-hotel guests).

They get results

Statistically, Major Parker has been able to achieve dramatic results. Comptroller **Rick Adriano** has shown that the actual gross income for FY-82 was \$7,198,263 with a profit figure of \$491,373 (6.8%). This earnings figure represents a 50% increase over the same figure in FY 81. Actual Food and Beverage revenues increased 18.9% as a result of higher volume in almost all facilities. Not only did the number of covers served increase by 10.5% over the prior year, but revenues per cover also increased by 8.1%, from \$4.96 to \$5.36 per guest check.

Constantly aware of the percentage of Food and Beverage revenues to cost of goods, Major Parker held the cost of food sold to 39.8% (compared to FY 81 of 39.5%) and the cost of beverage sold to 20.8% for FY 82 (compared to 19.8% for FY 81). This record is exceptional with its average of 35.1% for FY 82 cost of goods sold.

Catering to a special clientele

The Catering department, managed by Cheryl Apo, proved to be the single brightest profit center for the year. Her revenue increase of 56.5% came primarily from the intensified banquet activity. Apo was able to achieve this extraordinary increase by first being careful to provide a top quality product and service.

Pre-event meetings with catering staff members, including banquet manager **Jan Lovgren**, were established to work out details and problems in advance. This has helped to insure smooth operation of the event. Staff members were briefed on names and personalities of the principal event participants and peculiar function details in order to give personalized service wherever possible. Uniform and dress standards were established in order to achieve a professional and consistent look.

Repeat business and referrals from satisfied customers proved to be one of the greatest areas for increased business. One simple method of promoting referral business was the mailing of "Thank You" cards to each event planner immediately upon completion of the function.

A method for generating new business was to use mailing lists

from other hotel events to create new interest in private parties or banquets. The control of the function room space was another critical area that helped to increase sales considerably, simply by maximizing daily use of the areas. Care was taken to ensure that enough turn-around time was allowed between day time and evening events so that rooms were being used to full capacity.

Lounge revenue up 38% — strong promotions

Revenue in lounge operations for FY 82 increased by 17.2%. Service bars in support of catered events were the major source of increased revenues, with an increase of 38.6%. One of the MSG Bodie's major goals for FY 1982 was to increase speed of service. This was accomplished through a standardized training program with the development of standard drink recipes. Waiters and waitresses also worked on taking orders efficiently and consistently. The creation of standards enabled more efficient use of labor as personnel could easily be switched from one lounge to another lounge or catered event.

Another area that proved to be very successful in increasing bar revenues was "Special Drink" promotions. Establishment of special drink sale prices helped to boost revenues during normally slow times. A special drink designed to coincide with a holiday or unusual hotel event also brought additional people into the lounges.

Occasionally, additional incentives, such as a souvenir button or a special mug, added to the popularity of the event. A strong attempt to encourage people to move to a lounge following an entertainment event at the hotel was initiated through the showroom entertainer's verbal promotion of lounges. Scheduling is critical so that lounge entertainment begins immediately after completion of the showroom act.

Casual to fine dining

Dining establishments at the Hale Koa cover a wide variety and range from an economical and fast service snack bar to a moderately priced coffee house serving breakfast, lunch and dinner, on to fine dining



Elegant hors d'oeuvre selections are enhanced by the beautiful location of the Hale Koa Hotel. Many of the areas available for private catered functions have views through the tropical grounds of Fort DeRussy all the way to Waikiki Beach front. The hotel's professional catering staff can handle any type of private party from small luncheons to large conferences.

in the elegant Hale Koa Dining Room.

One of the fastest growing areas, especially in terms of food covers, was the Beach Terrace Snack Bar. Manager Happy Marciel stressed

prompt service in order to move patrons quickly through this "fast-food" operation. Cleanliness in the service area and seating areas encouraged people to stop at this beach-side snack area. *Continued*



The main aim in the Territorial Coffee House was to attract patrons back for more than one meal. Major Parker and room manager Cindy Viernes attempted to do so by developing different moods for the different serving periods. Breakfast is bright, sunny and cheerful; lunch service is casual and easy going; dinner is made to seem more intimate with reduced overhead lighting, candles and table cloths for each table. Different menu specials each day also help to encourage repeat business.

Another important change in the Coffee House in FY 82 was the complete front of house renovation and upgrading of decor with special attention made to traffic patterns and placement of service stations to assist waiters in providing more efficient service.

These changes were developed in conjunction with suggestions from each level of the service staff. Special Holiday menus in the Coffee House were used to diversify the operation and tie in to special holiday moods.

The Hale Koa Fine Dining Room is open for dinner only. Room manager Robert Wakida places the focus on top quality food, fine service, and an elegant image. Increased attention to the reservations system to increase the number of covers was a major goal set by Major Parker, and carried out by Wakida.

A reservation pattern was established that increases the number of people in the room on the first seating, while still maintaining a maximum seating at the peak periods of 7 and 8 pm. Efficient use of the early seating allowed for a second turn for later dining. Tight control also was exerted over large parties that require more time and attention in the room. Reconfirmation of reservations by mail served to substantially reduce the "no show" patterns during special holiday periods.

Fixed menus were used successfully to reduce the time at the table, especially for early diners. This increased the chances of obtaining another turn. Wakida, along with his Maitre D' **Bruce Watanabe** also began to utilize a side lanai (balcony) area for walk-in business.

A large colorful fresh fruit and vegetable display is placed at the en-

trance of the room to set the mood and to serve as an attention getter for increased walk-in business. The area utilized is in close enough proximity to the dining room that the same staff and serving areas can be used and the same menu offered.

Training

Intensive waiter training was also undertaken in an attempt not only to standardize service but also to increase revenues per cover. One method for accomplishing this was through the promotion of a special dessert cart. Attractive and unusual dessert items created by Pastry Chef Takashi Ishikawa, are displayed right at the entrance to the room so that every diner will see them as they come in. Following dinner, the dessert cart is wheeled table side and each dessert explained.

A positive waiter approach is taken—"Which dessert do you wish to try?"—proves to be a more successful approach than—"Do you want to have any dessert?"—The evening is ended in grand style when a "smoking" dish of ice cream bon bons (served over a bowl of dry ice & water) is placed on each table prior to presentation of the check.

Tasted but not seen

Orchestrating all elements of food preparation from Hot Dogs and Hamburgers to Chateaubriand and wedding banquets, is the Hale Koa's kitchen operation. Executive Chef **Rolf Walter** worked to improve efficiency in ordering and preparing food in order to handle the anticipated increased volume.

Centralized preparation areas were established in order to avoid duplication of labor efforts. For example, all salads are now prepared in one area instead of having a separate Coffee House salad preparation area and a Dining Room salad preparation area.

A consolidated dishwashing area not only centralized all operations but also served to reduce labor requirements.

And, as with the butcher and bakery areas, standardized recipes and increased staff training helped to maintain quality and increase efficiency.

Labor costs drop 2 points

One of Major Parker's main concerns was maintaining or even reducing labor costs while increasing business. In FY 82, labor costs, as a percentage of revenues, decreased from 47.4% to 45.4%. More careful labor scheduling by all managers helped to hold costs down. Consolidation and centralization, especially in the kitchen operation, helped to hold labor requirements constant, even though food volume was increasing.

Growth Comes Through Change

The one thing about food and beverage service that is always true is that improvements and innovations are necessary to keep business growing and customers satisfied. Improvements can range from complete renovation of rooms to the simple addition of a new menu item. In 1982, the Hale Koa's major renovation project was a complete redesign of the hotel's major showroom area. The next room scheduled for renovation is the Hale Koa's Fine Dining Room. Major Parker is also currently working on new menus for all food outlets with the low calorie and diet conscious consumer in mind.

There is no established set of guidelines for a Food and Beverage Manager. As Major Parker has shown, the key is to create stimulating and on-going interaction between staff members and to keep abreast of the current demands and trends of the day. It all leads up to a successful picture of growth in today's competitive market.

TAGO insurance managers doing their best to contribute to **self-sufficiency**. Restructuring of retirement plan in April 1981 reduced NAF expenses by \$2 million. Life insurance rates dropped, reducing NAF expenses by \$280,000. Self insured worker's compensation program permits forecasting lower costs to NAFIs—will result in decreased NAFI expenses Army-wide by \$2.8 million. Revised life insurance program should reduce costs further. Bleak side, though—health insurance costs are pushed upward by general increase in cost of health care . . . insurance managers predicting 20-30% increase annually.

Cadence club opens for Jackson enlisted

FORT JACKSON, SC—A new \$500,000 enlisted club opened here in January, offering facilities and a program geared toward giving enlisted soldiers what they want: quick-serve food, a powerful sound and light system, video games and a 70-foot bar.

"It will be a better club for the soldiers to go to," said **SFC Ernest Ellis**, club manager. "More services are available, such as a more diversified food line and friendlier atmosphere."

The club replaces the old trainee club which has been in use for 42 years. It was too expensive to restore the old facility which has been demolished.

Johnson

Club staff commended

FORT GORDON, GA—The club staff at Fort Gordon, Ga. has been commended for a favorable audit Aug 31, 1981 to Aug 31, 1982. The auditor's report stated that the club system generally was well managed, branches exceeded net income ob-



Trainees of the 4th Combat Support Training Brigade enter the newly erected Cadence Club at Fort Jackson, S.C. The half-million dollar building was built to replace a 42-year-old club that had served as an enlisted club for trainees on post. (Sp4 Kim Johnson)

jectives and the food, beverage and entertainment services were good and reasonably priced.

Annual club and package store sales are about \$5.5 million.

The auditors also noted that clubs increased membership and patronage, streamlined operations, re-

duced dependence on package beverage profits, and appropriated fund support and increased employee productivity. Also noteworthy were strong internal controls.

Kudos to the management staff.

Video tape shows how to brief finance

FORT HARRISON, IN—A 15-minute instructional video tape showing how to brief commanders on finance is being produced by the Assistant Comptroller of the Army for Finance and Accounting and will be distributed to installations in June.

Techniques shown can be used by DPCAs, central accounting officers and MWR managers.

The training tape will ease the transition from the written media to the oral presentation of NAF financial analysis.

The tape shows the basic approach to balance sheet comparisons, budget variances, trend analysis and financial ratios. It discusses analytical reports available from the NAF Information Standard System which, in addition to the financial

statements should be presented to commanders and other interested persons. Emphasis is placed upon the budget subsystem reports, which automatically provide complete comparison, variance, and trend analysis at a summary level.

Contact Tom Nicholas, AV 699-3116 ACOA (F&A), ATTN: DACA-FAA-N, Indianapolis, IN 46249.

2d Division club renovation

CAMP PELHAM, SOUTH KOREA—The first project completed in South Korea's Western corridor in over 10 years opened in August.

The RC-4 Club located here opened with a bang as over 150 feasted on champagne, New York Submarine sandwiches, Chicago-style pizza and a variety of hors d'oeuvres.

The combined efforts of many people went into the project including:

CPT(P) Walter Zaremski, former Area Club Manager

MSG Warren, Branch Manager

SSG Harrell, Club Maintenance Supervisor

Mr. Yi, Hwan, Club Maintenance Supervisor

Mr. Chae, Chae Kwan, Honorary Asst. Manager

Mr. Kim, Yong Song

Linda Basha, KRO design Specialist.

The Korea Regional Office pro-

vided the interior design plan and assisted in its implementation. KRO is currently providing design assistance for renovation and construction of several 2ID clubs as well as clubs in other Eighth Army commands.

A Basic Ordering Summary Sheet #1-1983 has been issued to USAREUR MWR activities. It addresses **foreign beer and soft drinks**. The agreement is legally sufficient in itself, requires no legal review and there is no dollar limitation for purchasing foreign beverages. Contact Roedelheim Mil. 2304-838.

A current program in the Fife & Drum os pir "Salute to Great American Restaurants." We were fortunate to have approximately 15 famous U.S. restaurants participate in a program whereby using their House Special Recipes, we prepared appetizers, salads, entree, desserts and drinks representative of each restaurant. In addition, promotional materials such as literature, napkins, cocktail stirrers recipes and history of the restaurant are used to provide the atmosphere of each restaurant, plus all materials supplied are given to our members.

2d Infantry Division clubs get facelift

CAMP CASEY, SOUTH KOREA—Managers here are working hard to upscale each of the over 50 clubs in the 2d Infantry Division, including construction of a \$500,000 pre-engineered club slated for April 1984.

Management also is planning to spend over \$700,000 on club renovations over the next three years throughout the division area.

Much of the work is already underway.

The third club in the Camp Casey area to be renovated reopened for business Nov. 22. The Green Door opened with a buffet luncheon provided by **Min, Pyon Kon**, club manager, and users of the club said its a 100 percent improvement over the old facility.

"It's a really nice club," stated **SGT Clarence O. Smith**, a 2d Infantry Division soldier. "I've been looking for a nice place to come and sit and be peaceful. This is it." PFC Evelyn Grinage said, "It's pretty nice; I like it. Even the waitresses are nice. They're polite, courteous and they smile a lot."

The club's renovation included handsome patterned wood ceilings, better lighting, and new carpeting and decor throughout. The system's Profile Club is currently being renovated.

Adapted from Green Door celebrates new look by SFC Michael H. Hartt, editor of the 2d Infantry Division's Indianhead.

"Sardi's" Night was our first venture with the program and, was well received by the membership. Some of the restaurants participating in the program are: The Abbey, Atlanta; "21" Club, New York; Cape Cod Room (The Drake Hotel), Chicago; Doro's, San Francisco; The Russian Tea Room, New York; Brennans, New Orleans; Ernie's, San Francisco; Arnaud's, New Orleans; The Rainbow Room, New York; and, The Manor, West Orange, New Jersey.

Steven Garside Club Food and Beverage Director, has been a key element in ensuring the success of

these programs in in continually developing new concepts within the Food and Beverage Departments for trial and implementation within the Club.

Major Urben has worked in Country Clubs and Hotels in Pittsburgh and Ohio. He has served as a hospitality consultant and as a technical assistance specialist with the Club and Community Activities Management Directorate, TAGO. He has a Bachelor of Science Degree in Business and Accounting from Steubenville University and a Master of Science (with honors) Degree in Restaurant, Hotel and Institutional Management from Purdue University.

Cost of living adjustments to civilian pay of military retirees

WASHINGTON—Uniformed service retirees who are employed in civilian positions in the government (including NAF employees) will have the amount of cost-of-living adjustments in their retired or retainer pay during FY 1983, 1984, and 1985 deducted from their civilian pay.

Public Law 97-253, the Omnibus

Budget Reconciliation Act of 1982, requires the deductions.

Employees whose retirement or retainer pay is computed in whole or in part, based on war-or-combat-incurred disability are exempt from this deduction. Implementing instructions are being delayed and officials expect that retroactive deductions may occur.

CMAA workshops

WASHINGTON—The Club Managers Association of America conducts workshops nationwide, some of which may be near you:

- Practical Management Methods
 - Money Management in Today's Economy
- Call (301) 229-3300.

Purdue University	Oct. 3-5
Multnomah Athletic Club	Oct. 3-5
Portland, Oregon	

NAF purchasing advice

WASHINGTON—Purchases over the NAF contracting officer's dollar limit should be handled by the supporting appropriated fund contracting office, according to contracting experts at The Adjutant General's Office.

DA Pamphlet 27-154, Nonappropriated Fund Small Purchases authorizes NAFIs to send purchase requests to the TAGO NAF Contracting Office (para 1-9). However, all future purchase requests submitted to HQDA must contain an explanation as to why the local supporting contracting office is not handling the purchase.

Also, the NAF Contracting Division suggests that purchase requests that result in delivery orders be processed by the local NAFI. Such purchases can generally be made more efficiently by the NAFI than by HQDA because of the large volume of complex acquisitions handled at TAGO. **Ms. Sellmansberger**, AV 221-0757.

Mess tents doubled as clubs during recent Team Spirit Exercises in South Korea, selling food and beverages and offering entertainment. Permanent structure clubs were reserved for E-6 and above due to the crowds.

There's more to swimming than just getting wet

Aquatics director to bring pool into mainstream of post PE program

by PFC George Still

FORT WAINWRIGHT, AK—Since a \$3.1 million gymnasium addition provided residents here with two modern racquetball courts, women's exercise and locker rooms, and men's locker rooms, it has become popular and well used by post athletes. The largest single part of the addition—a collegiate-sized swimming pool—however, has been largely ignored.

But now, **Harry E. Johnson**, Fort Wainwright's new aquatics director, hopes to change all that and bring swimming out of the backwater and into the mainstream of on-post athletic and recreational activity.

"This is probably the most worth-

while recreational activity on post. I think it has tremendous potential," Johnson said. "I'm looking at it not only as a recreational facility, but also as a conditioning facility and as a means of survival training."

Johnson is expanding the PT programs. He is offering an American Red Cross "Swim and Stay Fit" program that allows swimmers to earn certificates, emblems, and pins recognizing their having swum 10, 20, 30, 40, 50, or more miles. He also plans to supplement that form of PT with more enjoyable, more competitive aquatic activities.

"I'm really big on water sports, and I hope to start some intramural

programs here like water polo, inertube water polo, water volleyball and water baseball.

In addition to the PT and intramural sports programs now being planned, Johnson hopes to organize exercise classes geared toward the family.

"I'm a firm believer that you can use these water games and sports to enhance swimming," he said.

Other events slated include classes for family members such as swim-nastics and Red Cross swimming lessons.

Still is a Staff writer of the Fort Wainwright Public Affairs Office.

Ord's recmobile brings fun, games to field

FORT ORD, CA—Strenuous field duty presents a special challenge for Fort Ord's Mobile Recreation Center which works to ease field conditions.

The recmobile is a seven-ton converted and camouflaged recreational vehicle. It was converted in 1974 at Fort Bragg and moved to Fort Ord in 1975. It carries musical instruments, sports equipment, and table and electronic games.

Fort Ord also has a showmobile,

a five-ton, six-wheel drive van-like vehicle used to support stage shows in the field with its 10-foot by 10-foot stage and PA system with 700-watt speakers.

Bill Couch, the mobile program director, said their application is limited only by imagination. "We try to be available to do anything the unit wants. We've done everything from passing out coffee to USO shows."

Fort Ord is the only post with a mobile recreation program, according to Couch.

When not serving field units, the vehicle caters to picnics and parties.

Couch said he is looking at possible deployment Overseas with the 7th Infantry Division. "The troops love the program and it represents an outlet for them. We should be able to give them that outlet anywhere."

Indoor golf course

FORT KNOX, KY—The Morale Support Activities Division here has recently expanded its vast program to include a family amusement center featuring video games, pool tables and an indoor miniature golf course.

Morale Support Officer **Jesse Sullins** said about \$13,000 of Training and Doctrine Command CPMC money was used to build the outfit the facility. Other CPMC money is being dedicated to tennis courts and expansion of a travel camp.

The morale support program gets about 62 percent of the take from contractor-owned video games which are located in the amusement center, a high percentage.

Fort Knox hasn't experienced much trauma with the morale sup-

port self-sufficiency program, according to Sullins. "We've always had a strong program offering a wide range of activities with most fees and charges just under those of

nearby communities." One exception is that fees for outdoor equipment rental are still "substantially lower" than those outside.



(photo by Stevens)

Employee recognition

by Allyson Yates

ARLINGTON HALL STATION, VA—The Installation Club System here celebrated an Employee Recognition Day. **John Asiello**, former Installation Club Manager at Arlington Hall Station, initiated the program, which was designed to recognize those employees of the NCO/ENL and Officers' Clubs who had demonstrated superior performance in and dedication to their respective clubs. Certificates for each employee of the month were presented, with each recipient's name and month of selection engraved on bronze plates.

Not only did the NCO/ENL Club, under the supervision of **SFC Edward J. Whitlow**, honor its outstanding employees, but the club itself received two special awards. **SSG Stanley Conyer**, accompanied by EEO representative **Nita Graves**, presented the club with a plaque commending its recognition of Black History Month.

The Arlington Hall Station Chaplain, **MAJ Donald R. McConnell**, presented an award to the club for its support of the National Prayer Breakfast, held a week prior to the awards ceremony.

The Officers' Club, under the direction of **SFC Wallace A. Thomas** and **SSG Herbert Winchester, Jr.**, was commended for its employee excellence and support of the CCAMD workshop held 5-7 January 1983, hosted by the Officers' Club.

In addition to the certificates and plaques awarded, Mr. Asiello stated that a \$75 U.S. Savings Bond will be presented to the "Employee of the Month" selected in each club beginning in March.

Dreary to cheery

Child care center picks itself up by its bootie straps

HUNTER ARMY AIRFIELD, GA—Under the watchful eye of **Barbara Carpenter**, the Child Care Center here has continued to move further out of the dark ages of child care and into the modernized world of child development.

It has been six months and \$5,700 in the making but the center has gone from a "dark, old, dreary 1945 building," to one that is "cheery, bold and colorful." Many more changes wait in the wings at the center. According to records at the Directorate of Housing and Engineering, an estimated \$101,975 in work orders is targeted for work at the center.

Said center coordinator **Carpenter** who joined the staff in July: "In six months, we had completed what normally would have been done in

two years. We have new floors, bathrooms, new carpet in several rooms, and other physical improvements in the works."

But, so far, the most meaningful improvements have been in the way children are cared for at Hunter. Eighteen experienced attendants were hired including two with degrees in early child development. A curriculum was set up to teach preschoolers cognitive skills, socio-emotional skills, and large and fine-gross motor skills. Ratios are not enforced with one adult for every five infants, while two-year-olds have one for every eight. Ages 3-5 require one attendant for every 15 under care.

"All our girls are first aid trained and almost all have the equivalent of an associated in early child devel-

opment," **Carpenter** said. She also holds a bachelor's in Early Child Development and doubles as the center's nurse as an R.N.

"What we've done so far, we couldn't have done without the staff. They have pitched in and volunteered weekends to get some of the work finished. Even the husbands came in and gave us a hand."

Carpenter related some of her goals for the center, saying, "We have a nutritionist on our staff and eventually we will qualify to fall under the USDA (child care food program)."

"When the Army can't do some of the work we need, we either do it ourselves, or find some other way to get it done. Our responsibility is to the military out there, to put their minds at ease as far as their children go, and ensure a safe, healthy development for their children."

Adapted from Fort McPherson Sentinel.

New enlisted club located near barracks

FORT LEONARD WOOD, IN—A club has opened here for all those things junior enlisted people like—E-1st through E-4s, offering disco, video games, and short order.

Manager **Amos Elmore** said the club acts as sort of a "neighborhood bar," offering a variety of music to suit varied soldier tastes.

The club is located within walking distance of the post's Skecker Barracks. "Being close to one, the soldiers are protected," explained El-

more. "It has been calm and there are no problems."

NCO Branch Managers **MSG Bill Mosely**, said the club's objectives are to break even. "It's a place of entertainment so barracks personnel can enjoy themselves." "The club was opened for the benefit of the soldier in that area. It's a home within itself."

Adapted from Night life comes alive with opening of EM club by Karen S. Perkins, staff writer of the Fort Leonard Wood Guidon.

Foreign service tour extension

ALEXANDRIA, VA—MILPERC-EN has announced a revision to table 7-2, Rule 2, AR 614-30, Oversea Service, which will be published as interim change 13.

It changes the frames for submitting a FSTE request by E-6(P), E-7, E-8, and E-9 personnel out to 10 months prior to DEROS. The change took effect March 1, 1983.

Fort Rucker residents recently participated in the Army Aviation Volksmarch.

Bartender takes keys to save lives

by Mary Boudreaux

FORT HOOD, TX—Harry Gatewood has been behind bars for a long time. Oh, no, he hasn't been serving time—he's been serving drinks. And he's been doing it for 33 years.

Gatewood, a retired Army man of 23 years, got into bartending while in the Army and there he stayed because he "likes the friendliness and meeting people."

Originally a certified welder, he began mixing drinks while stationed in Germany after being drafted in 1945. All he knows he has learned on the job.

"It's not that hard if you have someone to show you," Gatewood said.

"You need an instructor to stand and watch. There's a certain way to mix and pour drinks. Normally it takes three days of watching; then the instructor will say 'now you make the next drink,' Gatewood said. "If you make a mistake he'll let you know."

Gatewood, who works at the main NCO club, now trains most of the new bartenders on Fort Hood. But it took a while to be regarded as a real pro.

"I worked the night shift in Killeen. I never got to see my wife, Marianne, so I applied at Fort Hood. I was hired as a glass washer," Gatewood said. "I worked my way up to bartender and then manager. But I quit managing bar," he said. "I didn't like managing. I had a three-month shift here and then had to move to another place where I was needed. You're steadily on the move," he said.

As a bartender, Gatewood cares for his customers. He enjoys meeting new people. And although he may promote drinking in his job, there is one aspect of drinking he doesn't promote—drinking and driving. Wherever he's worked—civilian or military clubs—he's carried his own policy. It's worked for 33 years and it keeps on working.

"If a guy comes in I watch his eyes, his walk, his actions. If his speech is slurred, the first thing I ask him is if he's driving. If he says yes. I ask him to please give me his keys. Then I call a cab," said Gatewood.



"I'LL TAKE THOSE" . . . Harry Gatewood, bartender at the Fort Hood Main NCO Club is a friend who won't let friends drive drunk . . . and he makes sure by commandeering their keys.

"I'll pay if they don't have the money. I tell them they can leave the amount (of the cab) when they pick up their keys the next day," he said. And surprisingly most patrons oblige."

Gatewood follows this same policy at the American Legion where he is post and district commander. "I have the same policy," he said. "I have them turn their keys in and send them home in a taxi."

"Of course, if they don't want to give me their keys there is no way I can force them. But if they're obliging, I'll lock up their car and see they get home. They can pay me later," he said.

"My policy works out real fine. It has been agreed to by every manager I've worked for. Most people listen to me," he said. "I've only had one belligerent customer in my 33 years. I told him he couldn't have any more drinks and that he would have to depart the club. I told him I was going to have to call the MP's."

Gatewood himself is no strong arm. A timid man of 55 years, his knack comes in knowing how to handle people. He rests his hand on a supposed patron's shoulders and says politely, "Ma'am, I think you've had enough. If you're driving please give me your keys and I'll lock your car and call a cab. If you can't pay, tell the driver to see me."

Throughout, he speaks softly but with firm concern.

"Ninety percent of the time, they listen," Gatewood said. "If the guy is over-drinking, don't get belligerent with him. Be nice to him. Ask him politely to leave. You can talk a guy out the door easier than you can throw him out," he said.

Gatewood, as all Fort Hood bartenders, understands his responsibility to the patron. All bartenders and waitresses on Fort Hood must undergo bartender's training given by the Drug and Alcohol Education Section. According to **Walt Johnson**, assistant ICS manager, bartenders learn how to spot patrons who have had too much to drink and how to politely but effectively refuse further drinks.

"The club system takes responsibility, at least morally, for this drug we sell," Johnson said. "Our SOP outlines alternate means of transportation for our patrons. We'll call a taxi, the CQ or duty officer. We do not provide transportation service but we will call for alternate transportation."

In addition, as a courtesy to customers, portable breathalyzers have been set up in clubs. If patrons choose, they can use breathalyzers and then request the management to call for alternate transportation.

Boudreaux is a staff writer of the Fort Hood Public Affairs Office.

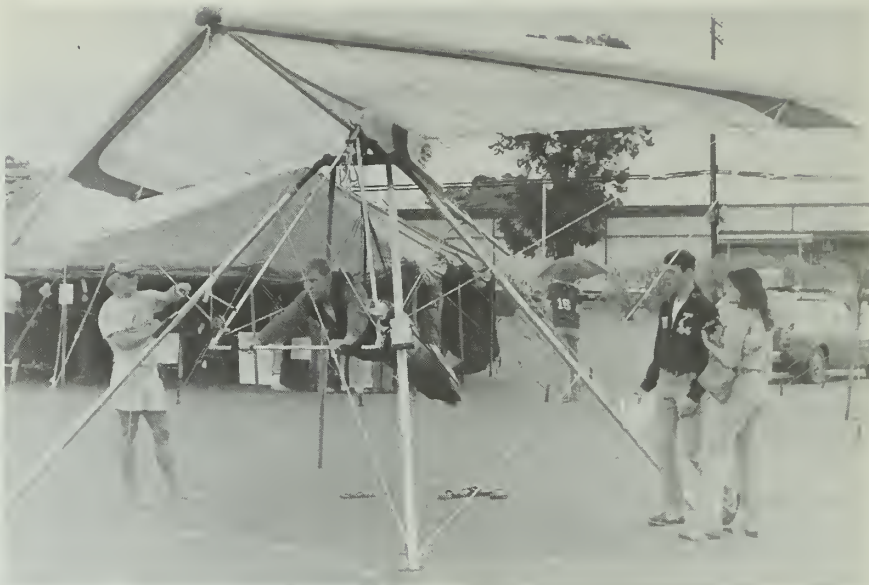
Lightning Living

SCHOFIELD BARRACKS, HI—“Lightning Living” is the theme of a new 25th Infantry Division Program to improve the lifestyles of soldiers and families here.

The program emphasizes physical fitness with such events as skydiving, fun runs, swimming, volksmarching, youth activities, a spouse exercise program and even plans for a family fitness facility.

Another goal of the Commander, MG William Schneider, is to get company commanders and first sergeants involved in promoting programs such as community centers, drug and alcohol abuse prevention and Army Community Services. “Lightning Living” also has some very noteworthy established goals:

- To realize increased individual and unit combat readiness and deployment posture;
- To strengthen unit cohesiveness;
- To provide a professionally rewarding work environment for service members;
- To provide for a wholesome family living environment, including providing adequate living, recreational and working facilities for the soldier and his family, and providing for professional development and opportunity for advancement for active duty personnel and their families;
- To provide an opportunity for improving the well being of the soldiers and their families;



Sp4 Rodney Page of HHC, 2nd Brigade, 25th Infantry Division, Schofield Barracks, Hawaii, receives free flight instructions on the proper way to steer the hanglider during Schofield's Lightning Living Day. His instructor, Jeff Cutter is from the Free Flight Hang Gliding School on Oahu. The school was one of the many agencies and organizations represented in the program to get soldiers and their families interested in the activities offered in the area. (Alexander Kostopoulos)

- To realize the full potential of the service members and their families;

• To sensitize leaders to soldiers' and families' living environments, their needs, and provide programs to assist the chain of command to achieve the above goals.

Says General Schneider: “Lightning Living is basically no more than good, sound leadership—tak-

ing care of people and family concerns; using all the facilities and resources available to us in the Army community—medical care, nutrition, dieting, physical training, community service. It also includes better living conditions, both at home and in the barracks, better working conditions and improved mental fitness, by reducing or removing strain and stress.”

Robbers shoot manager/MP

FORT BLISS, TX—Two soldiers were shot and a civilian employee knocked out in an armed robbery at the Del Norte NCO Club here.

SP4 Edward J. Muszkiewicz, a military policeman, received gunshot wounds in the arm and shoulder while club manager **MSG Eugene Hilliard** was shot in the abdomen and chest. A civilian employee, Helen Powers, was treated for blows to the head.

According to post officials, the robbery occurred while Hilliard and Powers were checking out after the club's closing about 1 a.m.

The official said three men some-

how got into the club, pistol whipped Powers, knocking her unconscious, and tied her up.

Hilliard was then ordered to open the club's safe which he refused to do. Muszkiewicz was at the club in response to an alarm activated by Hilliard.

As the military policeman was approaching, the gunmen ordered Hilliard to “get rid of him” (the MP) and two shots from a 12 gauge shotgun were fired, striking both men.

The robbers then grabbed Muszkiewicz's pistol and an MP radio and fled. They also took about \$40 from Power's and Hilliard's wallets.

Soldiers in Europe have cut their use of heroin, amphetamines and Quaaludes but still abuse alcohol, cocaine, marijuana and hashish, according to an Army report. A study of the 3,000,000 U.S. Forces in Europe found that 5,400 were in alcohol rehabilitation programs at the end of 1982, with about half that number in drug programs.

\$1,463 worth of camping equipment was stolen from a stateside marina after thieves found door keys after they gained entry by breaking a window.

AV 221-0461 for food advice

WASHINGTON—Many food service positions within clubs and other MWR food activities are being filled with people who bring with them new and innovative ideas. However, personnel from the civilian sector are generally unfamiliar with Army sales accountability methods, internal controls and operating procedures. The Club and Community Activities Management Directorate has established a special 24-hour telephone service to answer questions and to respond to requests for on-site assistance. The effort is manned by **Bob Moneta**, a long-time food expert and a familiar face to many seasoned club managers.

For advice call Bob at AV 221-0461 or (202) 325-0461.

Chalkboard effective

WASHINGTON—Strategically placed chalkboards can boost revenue by inducing customers to order more expensive menu items, appetizers, desserts and specialty drinks they otherwise may have passed up.

Operators who use the boards report that placing the signs outside restaurants on busy streets can lure customers inside.

The boards also enable operators to take advantage of daily bargains in fresh food, sell slow-moving stock, enhance the restaurant's image and save on menu printing costs.

These "fresh looking" signs also give the impression that the customer is getting something special.

Some restaurants have waiters and waitresses carry the chalkboards to tables and explain the items. They leave the chalkboards nearby and return a few minutes later to pick them up.

DLA food service equipment contracts

WASHINGTON—Copies of the new DLA Food Service Equipment Catalog are available from the Defense General Supply Center, ATTN: DGSC-OSR, Richmond, Va. 23297. AV 695-3881.

New Rucker billing form

DATE		CODE	REFERENCE	CHARGES	CREDITS	BALANCE
DAY	MO					
BALANCE FORWARD						
<div style="display: flex; justify-content: space-between;"> <div> <p>REFERENCE</p> <p>BC BINGO</p> <p>TR TRANSFER</p> <p>BS BARBER SHOP</p> <p>CP PAYMENT</p> </div> <div> <p>DU DUES</p> <p>MS FOOD CHARGES</p> <p>WC PACKAGE STORE</p> <p>TF TRAINING FEE</p> <p>BR BAR CHARGES</p> </div> <div> <p>PT PARTY CHARGE</p> <p>CR CREDIT ADJ.</p> <p>DL DELINQUENT CHG</p> <p>PF POOL PATCH</p> <p>DB DEBIT ADJ.</p> </div> </div>						

PLEASE MAKE CHECK PAYABLE TO:

CODE O OCB N NCOCB R RIDING CLUB G GOLF CLUB P PKG STORE S PARA CLUB

AMOUNT ENCLOSED \$

PLEASE PAY THIS AMOUNT


PLEASE PAY THIS AMOUNT

OF EACH MONTH

CUSTOMER'S COPY

NOTE: ALL CHARGES ON THIS STATEMENT ARE PAYABLE BY THE DATE INDICATED. THESE CHARGES ARE DELINQUENT AFTER THE DATE INDICATED.

FORT RUCKER, AL—The bill might be high, but at least it looks good. Fort Rucker bills are now printed on attractive and more readable form.



DPCA BRIEVES

Office of The Adjutant General

May 2, 1983

NO. 8

TO KEEP DPCAs INFORMED OF MWR DEVELOPMENTS

Draft guidance yet-to-be-approved on NAF manager bonus incentive plan sent MACOMs 6 Apr with draft guidance on installation MWR fund (IMWRF). Conceptually, monetary incentives for NAF managers (incentive awards for military personnel and appropriated fund employees will be processed under the provisions in AR 672-20, Incentive Awards and AR 672-5-1, Military Awards) . . . well-managed MWR more facility dollars objective of NAF plan. Contingent upon establishment of IMWRF . . . limited to: full-time NAF employees of IMWRF; responsible for budgeting and executing personnel requirements and labor scheduling, procurement, operation and management of one of more MWR activities at installation or lower level; served for 10 months of the FY in which award is given; exceed productivity goals . . . Productivity goal applies to all MWR activities at the installation whether they are revenue-producers or cost centers . . . will be at least 5% above the budgeted net income or below the budgeted cost . . . budget will represent at least 5% improvement of prior year's execution . . . if actual net income for entire MWR program above established productivity goal, eligible NAF managers will be entitled to portion of net income above the goal as cash bonus in addition to standard incentives . . . managers meeting budgeted income/cost goals but not reaching their productivity goal are eligible for standard incentive of Chap 9, AR 230-2 only. Managers not meeting budgeted net income/cost goals will not receive bonus or other incentive and may be subject to corrective or administrative action . . . MACOMs and DA will oversee program and approve recommendations. Incentive plan subject to MWRRC approval.

Highlights of IMWRF . . . sent MACOMs . . . all NAF . . .

There's a new publication appearing in the MWR arena. It's called *DPCA Brieves*, published frequently to keep DPCAs informed of MWR developments. DPCA offices are encouraged to locally reproduce and distribute the newsletter to program and resource managers. If you are not receiving this publication, contact your DPCA office to get on distribution.



CG articulates self-sufficiency to soldiers

FORT BRAGG, NC—The following statement by LTG Jack V. Mackmull, Commander, VXIII Airborne Corps and Fort Bragg, is re-

printed from the Fort Bragg installation newspaper, *Paraglide*. It represents a strong statement in support of the self-sufficiency program. It

was accompanied in the same issue by a list of the new fees and charges for using Fort Bragg's morale support activities.

Commander's comment

MSAD will be self-supporting

Soldiers and their families at Fort Bragg are fortunate to have one of the largest, most diversified recreation programs in today's Army. Our Morale Support Activity Division (MSAD) facilities provide excellent opportunities for both on and off-duty activity. Our MSAD program enables soldiers and family members to grow and to learn new skills, and to socialize with others in a healthy and relaxing environment. The variety of MSAD facilities has greatly improved the quality of life at this installation.

Users' fees for MSAD facilities have traditionally been low and an increase in funds available to Fort Bragg allowed us to make an across the board reduction in users' fees in early 1981. However, operating costs have continued to rise as a result of inflation and increases in the cost of supplies and labor.

In the past, special budget allocations from Department of the Army have made up the difference between the rising operating expenses and the minimal income derived

from the low fees charged to MSAD facility users. However, recent changes in DA policy now require that all MSAD facilities and programs become self-supporting by October 1983. This, of course, means that users' fees must increase so that our recreational facilities and programs can be maintained at their present level, and more importantly, in some cases, improved. The benefits will still be there, but more of the operating cost will have to be borne by those who use MSAD facilities.

Income from users fees will be used to pay for MSAD employees' salaries, operating costs, new supplies and equipment; such as tools for the crafts shops. MSAD money also goes to unit funds and to support community projects such as concerts, entertainment shows and the annual Oktoberfest.

Although user fees are increasing, they will remain favorable when compared to fees charged for similar off-post recreation. For example, the \$.85 per line cost of

prime-time bowling on-post is still less expensive than the \$1.25 per line cost off-post. Use of the new Nautilus equipment at Tucker Fieldhouse will still be free, while membership in an off-post fitness center costs several hundred dollars. Some on-post recreation facilities, such as the ice skating rink and recreational equipment rental center, have no counterparts in the Fayetteville area.

MSAD activities at Fort Bragg will continue to be a bargain and we will hold costs to the absolute minimum. I encourage all eligible personnel to take advantage of this military benefit. We will do everything that we can to improve your own good health and well-being along with an increase in the overall Quality of Life Program at Fort Bragg.

Current Key Civilian Club Management Vacancies

FT. Benning GA	GS-1101-12
FT. Benning GA	GS-1101-7
Wildflecken GE	UA-1101-7
FT. Hood TX	GS-1101-10

Oakland Army Base CAGS-1101-9
FT. Hood TX GS-1101-10

ICM	
Club Manager	
NCO Club Manager	
Asst Officers' Branch Mgr	Until Filled

ICM	Until Filled
Asst Off Branch Mgr	Until Filled

Applications are accepted continuously for current and projected US and European Appropriated Fund (GS-1101) and Nonappropriated Fund (UA-1101) Club Manager vacancies, grade 7 thru 13. Send Standard Form 171 for Appropri-

ated Fund (GS) consideration, and DA Form 3433 and Nonappropriated Fund (UA) consideration to: HQDA (DAAG-DPP-CR) Alexandria, VA 22331, **Cathy Young** AV: 221-9066, C: (703)325-9066

AFCC graduates

Mr. Olen Freeman,
Mrs. Erma McCrabb,
Ms. Lucy Echols,
Ms. Edna McLamore,
Ms. Denese Kushinsky,

Ft. Campbell
DLA, Dayton
Vint Hill
Ft. Bliss
Ft. Knox

Ground was broken Feb. 4 for a new **Fort Eustis** NCO/enlisted club here. The 21,440 sq. ft. club is expected to cost \$2.64 million and be completed in January 1984.

ARMY HOST

**Club and Community Activities
Management Directorate**

Office of The Adjutant General

MG Robert M. Joyce
The Adjutant General

Col R. W. Eisenbarth
Deputy The Adjutant General
(Morale, Welfare and Recreation)

COL Lee C. Dickson
Director

Stephen O Rossetti, Jr.
Editor

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Address all correspondence to Editor, *Army Host*, Club and Community Activities Management Directorate, TAGO, HQDA(DAAG-CM), Alexandria, Va. 22331. (202)325-9703. AUTOVON 221-9703.